



HE TANGATA,
HE TANGATA,
HE TANGATA

IT IS THE PEOPLE,
IT IS THE PEOPLE,
IT IS THE PEOPLE

A RESEARCH REPORT ON
TOURISM AND HOSPITALITY
EMPLOYMENT CONDITIONS IN
NEW ZEALAND

A RESEARCH REPORT BY:
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SECTION 1: PREFACE AND EXECUTIVE SUMMARY

This report covers data from the largest and most detailed survey of tourism and hospitality employees and their employment conditions undertaken in New Zealand. The survey was run in mid-2022 and resulted in 902 valid responses covering all sub-sectors of hospitality and tourism industries.

The research was commissioned by the Ministry of Business, Innovation and Employment. The survey explored the contractual and relational nature of employment relationships in the tourism and hospitality sectors. The survey collected information about terms, conditions and benefits in employment and asked how those are managed by employers and employees. This study covered both tourism and hospitality employees and sought a broad range of respondents in terms of roles, job levels and organisational types to provide as representative a sample as possible of the tourism and hospitality sector.

Key Findings

- The survey findings follow the well-established patterns of concern found both in New Zealand and overseas tourism and hospitality research. These include low pay, unsatisfactory working conditions, insufficient career progression, and a high level of turnover intention.
- However, the survey findings are also influenced by many experienced and senior staff among the respondents. This skew amongst the respondents has been explored in the report since it shows that it is possible to have long tenure, career progression, and relatively high pay and conditions. It is also shown that these respondents tend to have different response patterns to the front-line staff.
- Nevertheless, it should be a concern that experienced and senior employees score highly in terms of both turnover intentions and intention to completely leave the sector.
- This report also highlights, as found in other New Zealand research, that the sector has a high level of bullying, harassment, and abuse. While the findings make a distinction between witnessing and personally experiencing bullying and harassment, it is clear that many staff are faced with bullying and harassment in the workplace. It is also found that psychological abuse is the predominant form of workplace abuse. Finally, it is very concerning that staff complaints regarding bullying and harassment mainly appear to fall on deaf ears, though with some action taken in a quarter of cases.
- Responses to questions regarding compliance with the basic legislative and statutory minima suggest that a small minority of employers and managers are violating these basic rights. This raises the question of how compliance and enforcement can become more effective against these unfair employment relations and working practices.

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SECTION 2: INTRODUCTION

The impact of Covid on the New Zealand tourism and hospitality sector has resulted in major disruption to the industry, including business closures, supply-chain issues and significant labour market problems. With signs of increasing international tourist numbers in the summer of 2022-2023 and the reduction of border restrictions on migrant labour, the sector looks poised to begin its return to be a major contributor to the New Zealand economy over the next few years. Despite its past and future importance to the economy, the New Zealand hospitality and tourism industry has consistently demonstrated many of the poor employment relations and working conditions also seen in the international hospitality sector: low pay, low productivity, low yields, high labour turnover and poor career pathways. Severe labour shortages, high inflation and rising wage rates, and the possible introduction of a Fair Pay Agreement have created a volatile employment relations environment, where opinions are varied and passionate, but empirical data is scarce. The research in this report will contribute a contemporary empirical overview of employment relations and working conditions in the tourism and hospitality sector at a crucial time in its re-emergence from Covid disruption.

The findings in this report provide empirical data and resulting insights to many of the employment issues the New Zealand hospitality and tourism sector is currently facing. However, the point should be made that many of the issues that New Zealand faces are also present internationally. Academic, media and political commentary highlights very similar issues in the UK, US, Australia and many other countries. Many of these issues have become imbedded in New Zealand in recent decades. Thus, the report raises many concerning employment relationship and work issues, including problematic pay and working conditions, disturbing reported rates of bullying and harassment and significant levels of non-compliance with basic employment law. However, the research also allows for a more nuanced view of work in this sector as it includes a significant proportion of more senior managers who have built rewarding and long-term careers. The report is separating findings for managers and supervisors to highlight how more positive employment relationships and working conditions are possible within the tourism and hospitality sector. Overall, this report presents a mix of confronting and more positive findings. It also calls for, in light of the importance of the tourism and hospitality sector to the New Zealand economy and society, more detailed and comprehensive research to evaluate current challenges.

THEORY / LITERATURE

This report draws on several theoretical and historical frameworks that helped provide insight and context to the data. The current report will not contain a full literature and theoretical review, however, a full review will be included in the report submitted to inform the Tourism Transformation Plan in early 2023.

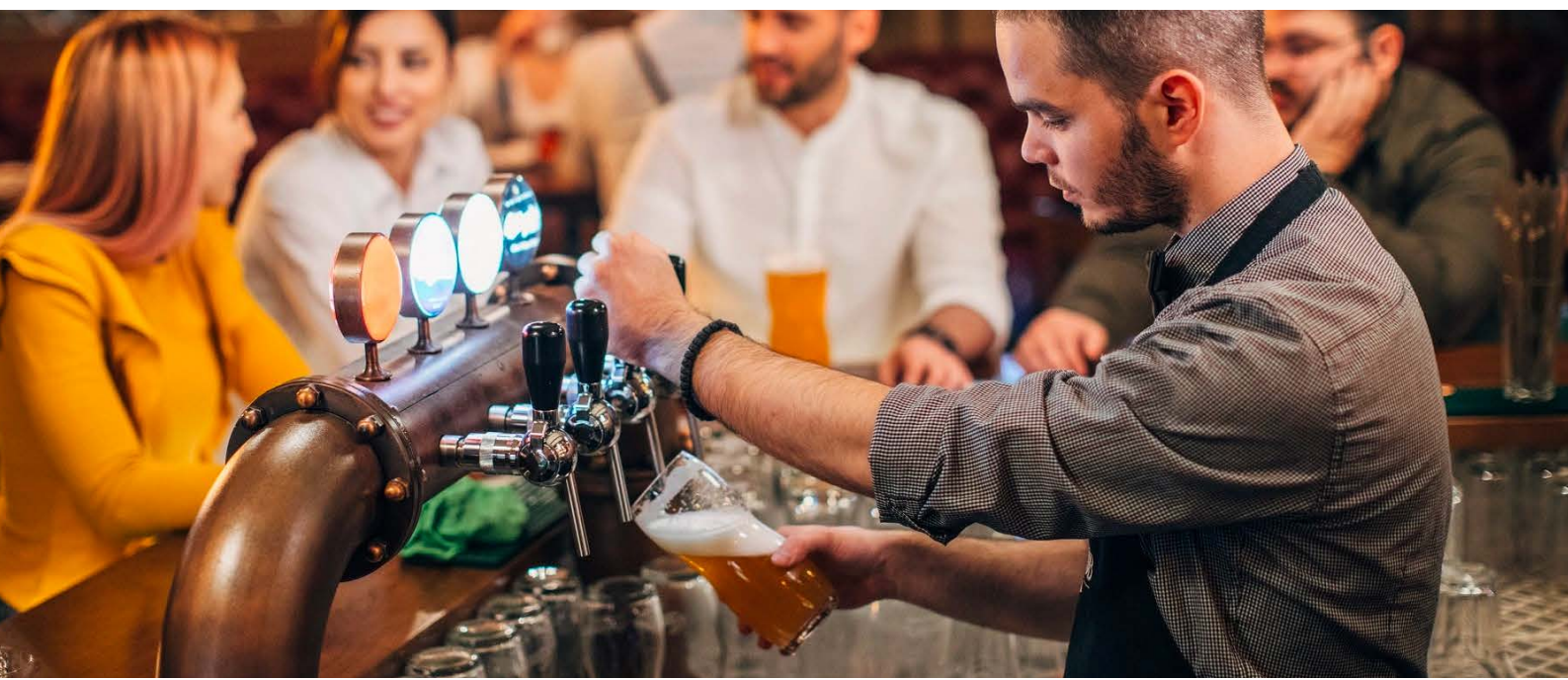
The findings will be discussed in terms of the following theoretical and historic frameworks:

- International Context
- New Zealand Employment Relations frameworks and their history
- Decent work and atypical employment
- Psychological contract

The issues of rapid pre-Covid growth, major labour problems and post-Covid disruption are not confined to New Zealand, with recent international academic research highlighting many similar concerns (Baum et al. 2020; Bianchi & de Man 2021; Ioannides et al. 2021; Mooney et al. 2022). Much of this international research highlights well-trodden themes of high labour turnover, poor career progression, low pay, poor work conditions, poor work-life balance and weak occupation and safety systems. These labour issues have been noticeably acute in New Zealand after the deregulation of employment relations during the neo-liberal revolution of the mid-1980s and the resulting Employment Contracts Act of 1991. As a result of these changes to the employment relations environment, hospitality and accommodation experienced some of the most extreme examples of de-unionization, casualisation and wage reduction in any industrial sector in New Zealand (Foster et al. 2009; Fryer et al. 1994; Rasmussen 2009). The legacy of these historical factors in New Zealand has been discussed in several contemporary research papers (Williamson, Rasmussen & Palao, 2022; Williamson & Harris 2021; Williamson & Rasmussen 2020).

While casual and atypical work in the overall New Zealand workforce has remained reasonably stable over the past few decades, with temporary and casual work rates sitting around 10%, the hospitality and tourism sector has consistently had above-average rates of part-time, casual, and temporary employees (Fletcher & Rasmussen, 2020). In addition, the composition of the tourism and hospitality workforce has traditionally been made up of more young, female and migrant workers on temporary visas than workforces of other sectors. The impact of border closures during Covid has substantially reduced the number of migrant workers and the resulting labour shortages have resulted in increased rates of labour turnover for many industries.

Labour turnover and staff shortages can be framed within the psychological contract concept (Cullinane & Dundon, 2006; Tipples, 2009). The psychological contract is established based on national, industry and workplace norms and images and establishes expectations for employers and employees around how the employment relationship will be. As the employment relationship progresses, dissonance can occur based on a gap between expectations and reality, resulting in a breach of the psychological contract (Rousseau & Rene Schalk, 2000). Given the problematic image of tourism and hospitality work where recent research has suggested significant non-compliance with employment law, there may be considerable perception and image issues for this sector to overcome (Williamson, Rasmussen & Palao, 2022).



SECTION 3: METHODS

The survey used in this research was an anonymous online survey of 51 questions, including 39 quantitative and 12 qualitative questions. The survey was hosted on the Qualtrics XM platform. The participants for this study were chosen via voluntary response by inviting respondents to the survey link (so-called snowball sampling). The link was promoted by a combination of established AUT networks in the tourism and hospitality sector and additional support from the Tourism Industry Transformation Plan (ITP) Leadership Group.

The quantitative data was analysed with SPSS software and presented as descriptive statistics to summarise the sample of respondents as well as identifying sub-groups and proportions of respondents according to demographic dimensions. Qualitative data will be thematically analysed to further develop the understanding of consistencies and differences across key employee groups.

The survey methodology was subject to the Auckland University of Technology Ethics Committee approval and oversight by the Ministry of Business, Innovation and Employment.

THE SURVEY:

The questions asked can be broken down to four key sections:

- **Questions 1-16:** Respondent Profile including age, gender, ethnicity, location, organisation size, education, visa status, role, work longevity in the sector.
- **Questions 16-36:** Employment Conditions and Career data including status of employment agreements, career data, wages, holidays, breaks, turnover intentions, hours.
- **Questions 37-43:** Bullying and Harassment.
- **Questions 44-51:** Unions, OSH, training.



FINDINGS:

DEMOGRAPHIC PROFILE OF RESPONDING TOURISM AND HOSPITALITY EMPLOYEES

This section presents the demographic profile of the respondents who participated in the online survey.

Table 1 shows the age distribution for the Accommodation and Food Service sectors from Statistics New Zealand compared to the age distribution for the survey respondents. This distribution of survey respondents is a key feature of this report.

The results show the survey respondents are significantly older than the comparable Statistics New Zealand data for the sector. This over-representation of older respondents is reflected in the data below that shows higher levels (than reported in previous surveys) of long job tenure, advanced qualifications and more senior roles.

Age Group	Accommodation and Food Service Stats NZ	Survey Respondents
15 - 19	13.2	6.5
20 - 24	16.5	12.7
25 - 29	11	12.6
Sub-total	40.7	31.8
30 - 34	9	10.8
35 - 39	7.6	11.7
40 - 44	8.4	9.2
Sub-total	25	31.7
45 - 49	8.5	8.7
50 - 54	7.5	10.9
55 - 59	7.5	6.6
Sub-total	23.5	26.2
60 - 64	5.9	5.3
65 +	4.9	5
Sub-total	10.8	10.3

TABLE 1. AGE GROUP DISTRIBUTION FOR ACCOMMODATION AND FOOD SERVICE SECTORS FROM STATISTICS NEW ZEALAND

DIAGRAM 1: NORMAL DISTRIBUTION AGE OF RESPONDENTS

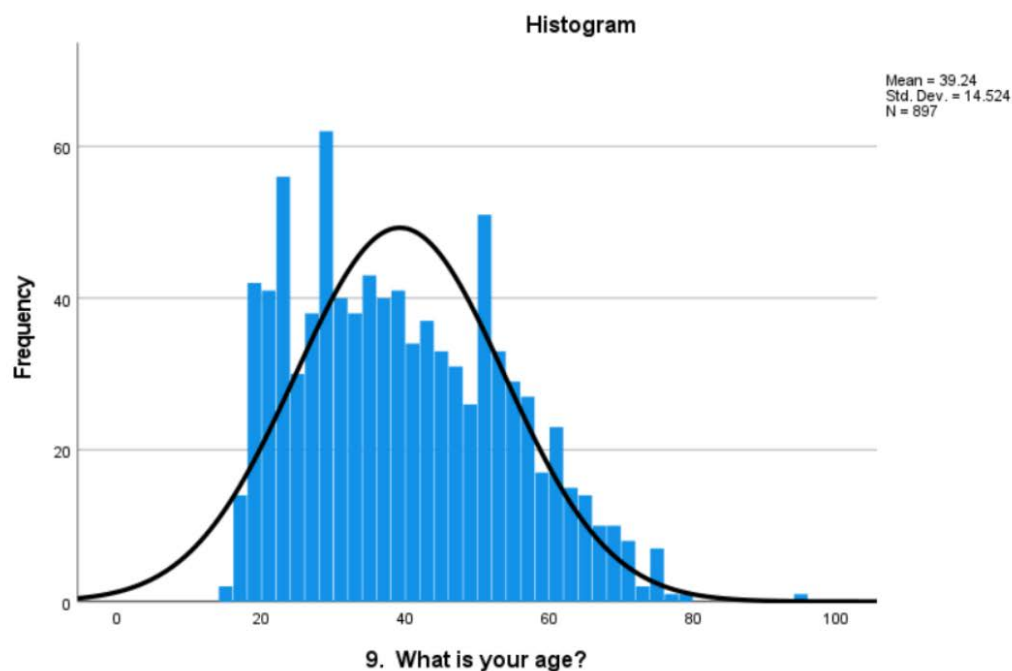


Table 2 shows Hotels and Lodges (25.1%), and Restaurants (11.9%) have the highest sub-sector representation. More broadly, Tourism and Travel account for 10.4% of respondents' workplaces, Hospitality 33.2%, Accommodation 27.8%, Events 4%, Transport 9.5% and Culture and Heritage 1.1%. However, we have been unable to compare with official employment statistics as Statistics New Zealand does not provide detailed information about employment and sub-sector distribution in the Tourism sector.

	Frequency	Percentage %
Adventure and Outdoor	22	2.4
Air Transport	69	7.6
Attractions, Conferences and Events	36	4
Culture and Heritage	10	1.1
Holiday Park, Motels and Other Accommodations	24	2.7
Hotels and Lodges	226	25.1
Land Transport	12	1.3
Regional Tourism Organisations	20	2.2
Tour Services and Services to Tourism	25	2.8
Water Transport and Cruise	5	0.6
Cafes	58	6.4
Restaurants	107	11.9
Bars/Nightclubs	48	5.3
Quick-services Restaurants/Fast-food Takeaways	69	7.6
Commercial catering	13	1.4
Chartered Clubs	5	0.6
Other	126	14
Travel Operations	27	3
Total	902	100

TABLE 2. BUSINESS TYPE THE PARTICIPANTS WORK IN

DIAGRAM 2: TYPE OF BUSINESS

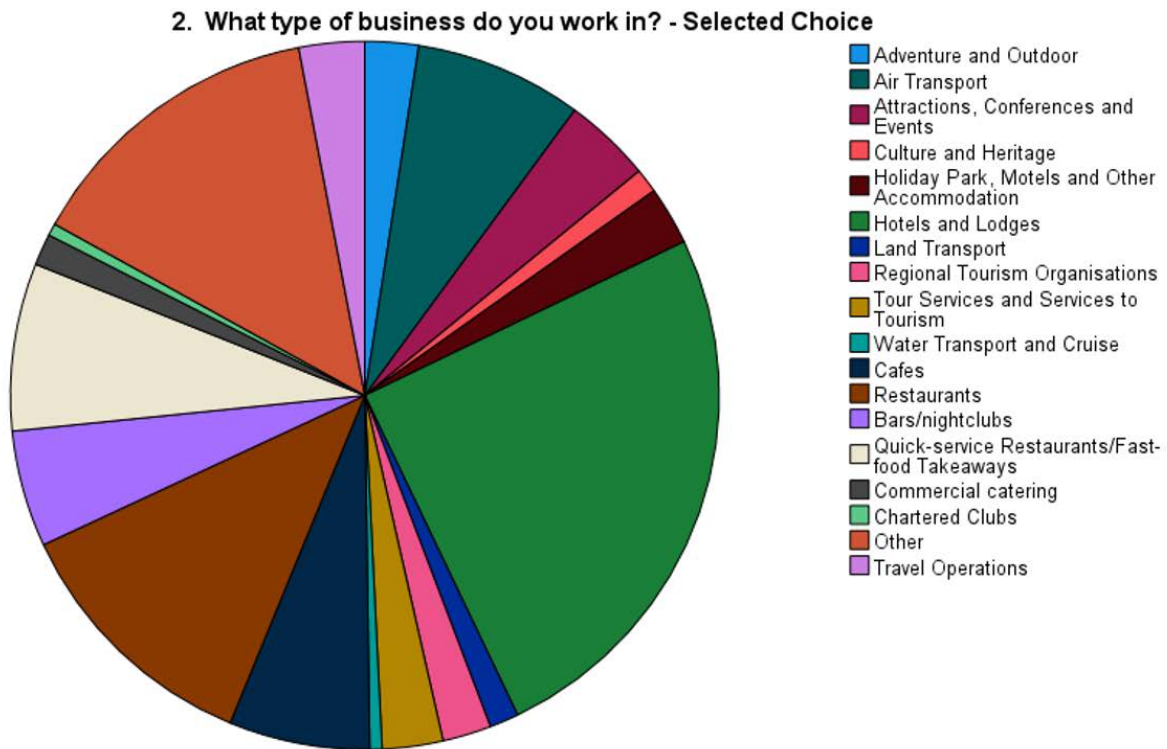
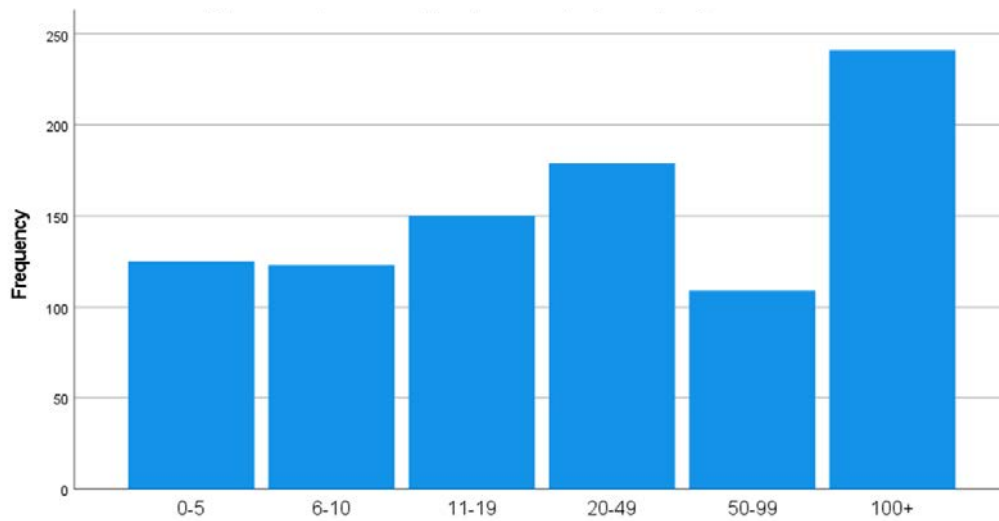


Table and Diagram 3 shows 43% of respondent organizations are SMEs (less than 20 employees), 31% are medium-sized (20-99) and 26% are organizations with over 100 employees. This is against a national average for all organizations of 97% SMEs.

	Frequency	Percent %
0 - 5	125	13.5
6 - 10	123	13.3
11 - 19	150	16.2
20 - 49	179	19.3
50 - 99	109	11.8
100 +	241	26.0
Total	927	100

TABLE 3: APPROXIMATELY HOW MANY PEOPLE ARE EMPLOYED IN YOUR PLACE OF WORK?

DIAGRAM 3: EMPLOYMENT NUMBERS



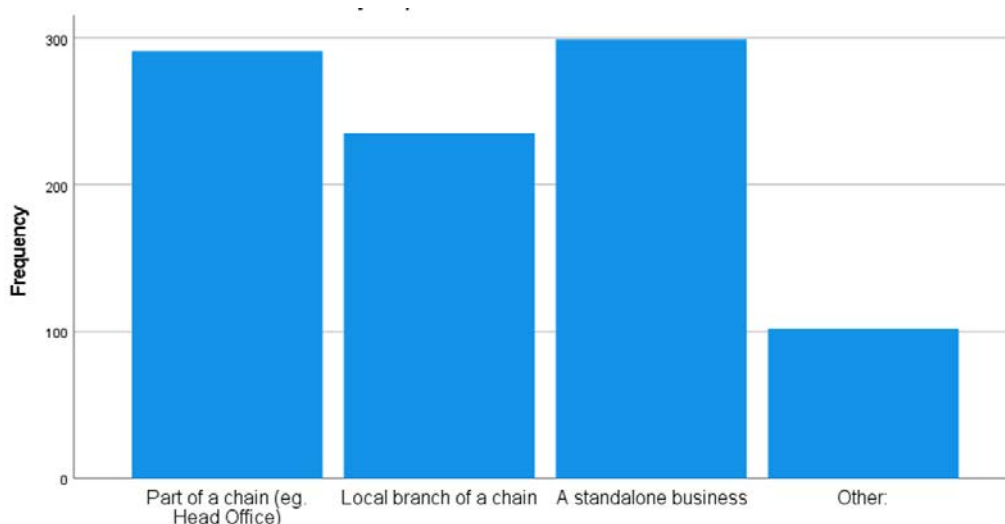
5. Approximately how many people are employed in your place of work?

Table and Diagram 4 below display the breakdown of the respondents' places of work. There is a roughly equal representation of the respondents who work as part of a chain, in the local branch of a chain, or in a standalone business.

	Frequency	Percent %
Part of a chain (e.g. Head Office)	291	31.4
Local branch of a chain	235	25.4
A standalone business	299	32.3
Total	927	100

TABLE 4: PLACE OF WORK

DIAGRAM 4: PLACE OF WORK



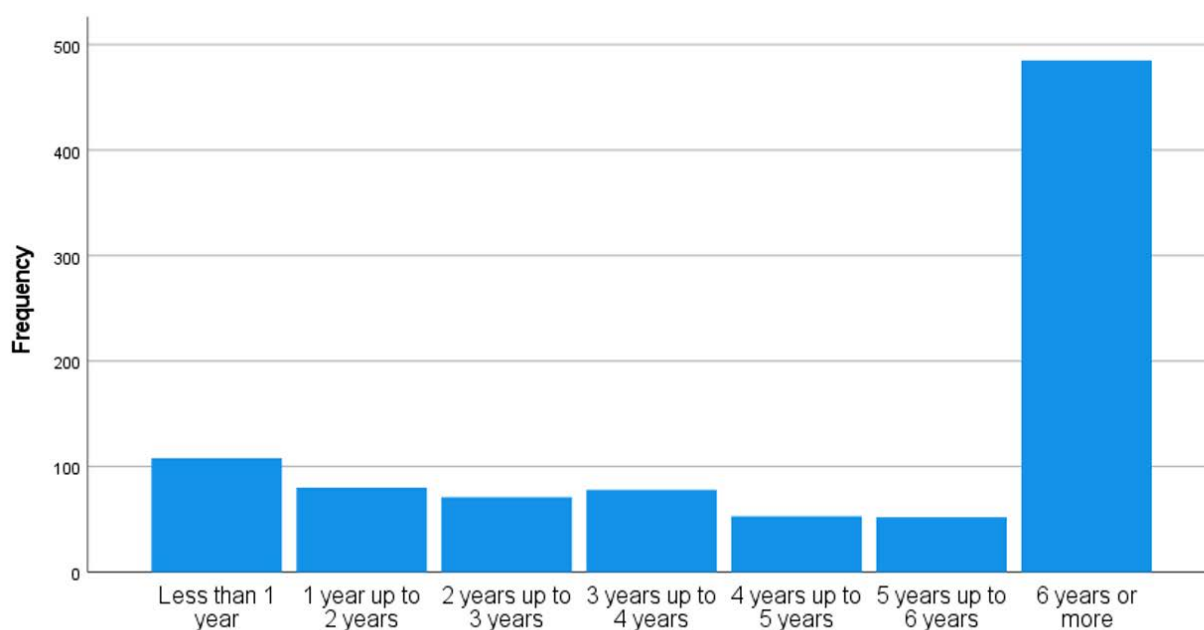
6. Is your place of work: - Selected Choice

Table and Diagram 5 show 52.3% of the respondents worked more than 6 years in the sector, an indication of the higher number of older, more senior respondents in the survey.

	Frequency	Percent %
Less than 1 year	108	11.7
1 year up to 2 years	80	8.6
2 years up to 3 years	71	7.7
3 years up to 4 years	78	8.4
4 years up to 5 years	53	5.7
5 years up to 6 years	52	5.6
6 years or more	485	52.3
Total	927	100

TABLE 5: DURATION OF WORK IN THE HOSPITALITY AND TOURISM SECTOR

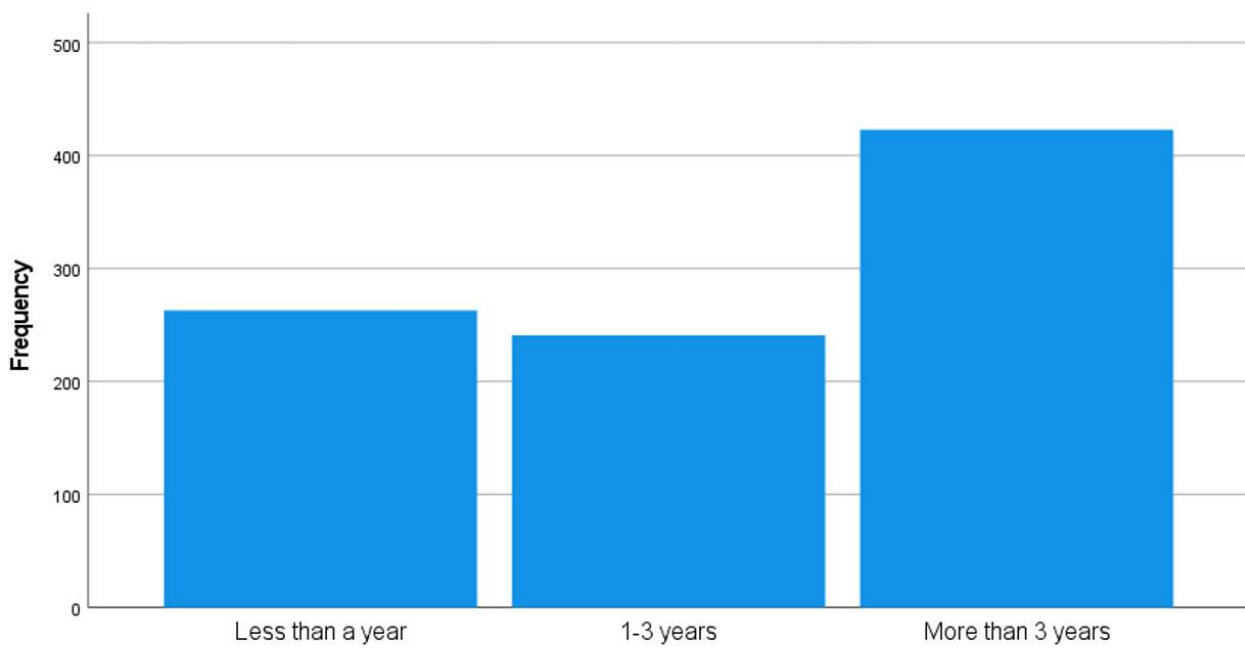
DIAGRAM 5: BREAKDOWN ON THE NUMBER OF YEARS WORKED IN HOSPITALITY OR TOURISM SECTOR



7. How long have you worked in the hospitality or tourism sector?

Diagram 6 shows the majority of respondents worked for more than 3 years in their current job (45.6%). There is a roughly equal representation of respondents who worked between 1 to 3 years (36%) and less than a year (28.4%).

DIAGRAM 6: NUMBER OF EMPLOYEES WORKED IN THE CURRENT JOB



8. How long have you worked in your current job?

Table 6 displays the gender breakdown of respondents. The ratio of female (60.4%) to male respondents (37.4%) is broadly similar to Statistics New Zealand figures for the sector.

	Frequency	Percent %
Male	347	37.4
Female	560	60.4
Other	7	0.8
Prefer not to say	13	1.4
Total	927	100

TABLE 6: TO WHICH GENDER DO YOU IDENTIFY

Table 7 shows 62% of the respondents identify as European, followed by Asian (13.4%), Māori (6.9%) and Pacific Peoples (5.5%).

	Frequency	Percent %
European	575	62.0
Maori	64	6.9
Asian	124	13.4
Pacific People	51	5.5
Middle Eastern/Latin	7	0.8
American/African	7	0.8
Other	74	8.0
Prefer not to say	25	2.7
Total	927	100

TABLE 7: WHICH ETHNICITY DO YOU MOST IDENTIFY WITH?

Table 8 and Table 9 show the majority of the respondents are New Zealand citizens or permanent residents. There is a small representation of non-citizen workers (7.2%). This broken down by workers who are on work visa (67.2%), student visa (11.9%) and one respondent on a visitor visa.

It is important to note that the survey was taken at a time when the New Zealand border restrictions (imposed to control Covid) had only just been reviewed and opportunities for migrant workers to enter were still very limited.

	Frequency	Percent %
Yes	860	92.8
No	67	7.2
Total	927	100.0

TABLE 8: ARE YOU A NEW ZEALAND CITIZEN OR PERMANENT RESIDENT?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Work visa	45	1.9	67.2	67.2
	Student visa	8	.3	11.9	79.1
	Visitor visa	1	.0	1.5	80.6
	Other	13	.5	19.4	100.0
	Total	67	2.8	100.0	

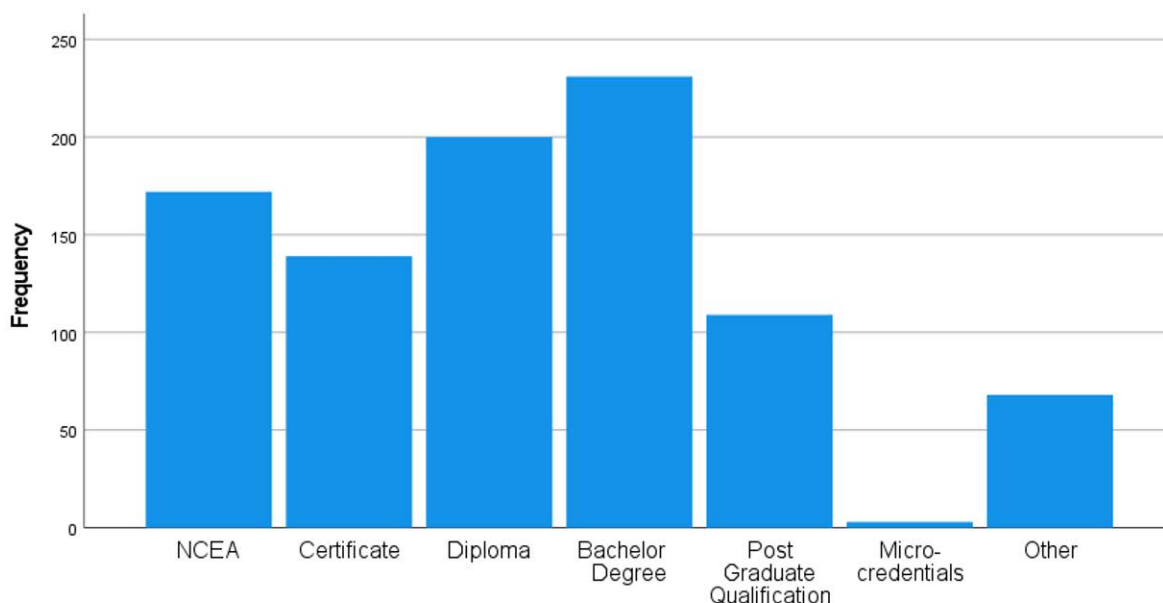
TABLE 9: IF YOU ANSWERED 'NO', WHAT IS YOUR VISA STATUS?

Table 10 and Diagram 7 shows qualifications at bachelor's degree and diploma levels comprise 46.8% of the total respondents in the survey, with post-graduate qualifications at 11.8%. Again, this data reflects a higher than expected level of educational qualifications in the respondents.

	Frequency	Percent %
NCEA	172	18.7
Certificate	139	15.1
Diploma	200	21.7
Bachelor Degree	231	25.1
Post Graduate Qualification	109	11.8
Micro-Credentials	3	0.3
Other	68	7.4
Total	922	100

TABLE 10: WHAT IS YOUR HIGHEST QUALIFICATION

DIAGRAM 7: YOUR HIGHEST QUALIFICATION



14. What is your highest qualification? - Selected Choice

Table 11 displays the breakdown of the respondent's current occupation. The Senior Manager/HR/Marketing/Sales role make up most of the respondents at 28%. Next highest participant category is the frontline worker/back of house (BOH) and kitchen workers with 26.8%.

The report below breaks out the responses from senior managers and supervisors compared to all other workers, regarding tenure, turnover intention and attitudes to employment conditions.

Current Job	Frequency	Percent %
Senior Manager/Senior HR/ Marketing/ Sales	251	28
Supervisor / Junior Manager	73	8.2
Front line worker/BOH/Kitchen Worker	240	26.8
Chef	40	4.5
Travel workers	92	10.3
Admin/HR/Sales	97	10.8
Other	102	11.4
Total	895	100

TABLE 11: BREAKDOWN OF CURRENT ROLE IN THE WORKPLACE

RESPONDENT LOCATION

Region	Number	Percentage %
Auckland	334	44
Wellington	113	18
Christchurch	66	9
Hamilton	32	4
Queenstown	29	4
Dunedin	23	3
Main cities + QT	597	80
Rotorua	14	2
Invercargill	10	1
Palmerston North	10	1
Wanganui	9	1
New Plymouth	6	1
Gisborne	5	1
Towns	54	7
Canterbury	8	.5
Hawke's Bay	7	.5
Southland	7	.5
Northland	6	.5
Otago	5	.5
Whangarei	4	.5
Other regional respondents	56	8
Regions	93	13
Total	744	100

TABLE 12: RESPONDENT LOCATION

EMPLOYMENT RELATIONS AND CAREER DEVELOPMENT AMONG TOURISM AND HOSPITALITY EMPLOYEES

Status of the employment agreement

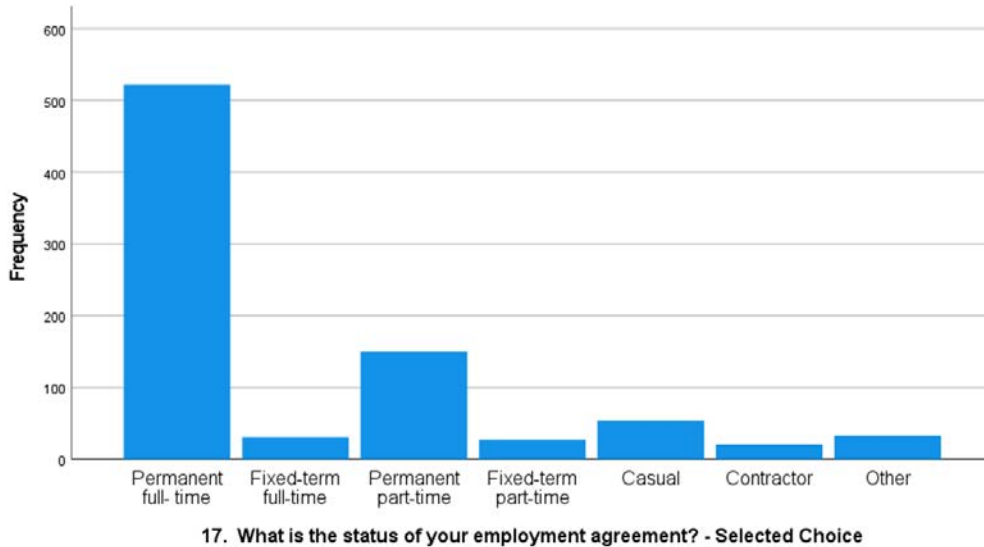
62.3% of respondents are permanent full-time employees, 17.9% are permanent part-time workers, 6.9% are on fixed-term agreements for either full or part-time work and 8.9% are on casual or contractor agreements.

The higher the usual rate of permanent full-time employees in this table (62.3%) and relatively low rates of casual, fixed term and part-time roles (33.7%) is linked to the higher-than-average age and more senior roles being captured in this survey. Previous research has shown permanent roles at only 36% and part-time, fixed term and casual rates of 51%.

	Frequency	Percent %
Permanent full-time	522	62.3
Fixed-term full time	31	3.7
Permanent part-time	150	17.9
Fixed term part-time	27	3.2
Casual	54	6.4
Contractor	21	2.5
Other	33	3.9
Total	838	100

TABLE 13: EMPLOYMENT STATUS

DIAGRAM 7: EMPLOYMENT AGREEMENT STATUS



Signed employment agreement

Have you signed an employment agreement with your employer?

8.7% of the respondents have not signed their written terms of employment prior to starting their job in the industry.

	Frequency	Percent %
Yes	737	87.9
No	73	8.7
Don't know / Unsure	28	3.3
Total	838	100.0

TABLE 14: SIGNED WRITTEN TERMS OF AGREEMENT

Surprisingly, only 8.7% of respondents have not signed their written terms prior to starting their job. Again, as in Table 13, this is much lower than previous research findings because of the reported respondent bias in favour of more senior employees.

Do you see yourself having a long-term career in this sector?

A significant percentage of workers (45.1%) are unsure or do not see themselves as having a long-term career in the sector.

	Frequency	Percent %
Yes	460	54.9
No	181	21.6
Don't know / Unsure	197	23.5
Total	838	100.0

TABLE 15: PERCEPTION OF THE JOB AS A LONG TERM CAREER

Given the significant percentage of senior managers and supervisors in the survey (36.2%), it is concerning to see such a high percentage of respondents indicating they are unsure or do not see themselves having a long-term career in the sector (45.1%).

Are you paid at least the current minimum adult minimum wage of \$21.20 per hour?

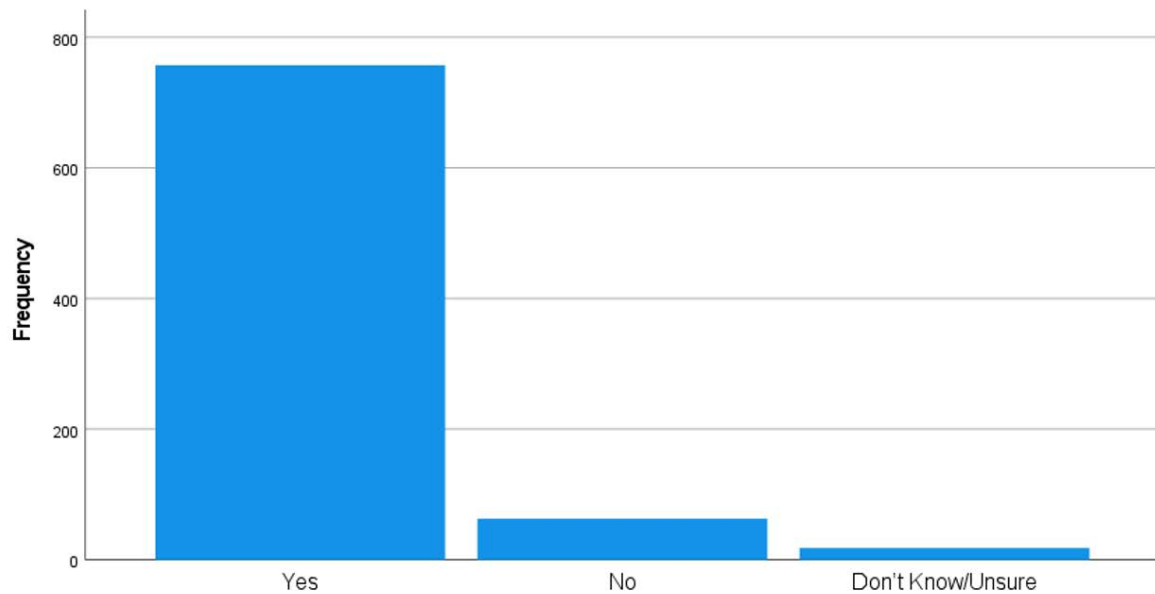
7.5% of respondents were not paid the minimum adult wage.

	Frequency	Percent %
Yes	757	90.3
No	63	7.5
Don't know / Unsure	18	2.1
Total	838	100.0

TABLE 16: MINIMUM WAGE

The percentage of non-compliance for the minimum wage is not huge, at 7.5% compared to other research findings. However, it is still concerning to see significant numbers of employees working under the statutory minimum wage. This calls for further consideration of how compliance with statutory minima can be implemented better in this sector.

DIAGRAM 7: MINIMUM WAGE



22. Are you paid at least the current minimum adult minimum wage of \$21.20 per hour?

In your current job, do you: Get paid or get time off in lieu of working during statutory holidays?

	Frequency	Percent %
Always	552	23
Sometimes	105	4.4
Never	79	3.3
Don't know / unsure	71	3
Total	807	100.0

TABLE 17: PAID OR HAD TIME OFF IN LIEU OF WORKING DURING STATUTORY HOLIDAYS

Table 17 shows that there is a small number of employers that are not applying correctly the entitlements stipulated by the Holidays Act.

LEGAL WORK BENEFITS

QUALITATIVE ANALYSIS

In your current job, do you: Get paid or get time off in lieu for working during statutory holidays?

Theme Category	Frequency	Percentage %
Don't ever work statutory holidays	17	25
I am Self employed	13	20
Sometimes	11	16
No - Roster/Contract/Communication issue	5	7
Yes - Paid time off	5	7
Other (Please explain)	9	13
N/A Prefer not to say	8	12
Total	68	100

TABLE 18: LIEU DAYS PAID

Indicative quotes on getting paid or get time off in lieu for working during statutory holidays

- *We only receive lieu days if it is our fixed shifts. Time and a half or double are paid to those who work the statutory holiday shifts. There have been a few instances where pay had not been correct*
- *Having to follow up with Lodge Manager to see if we were paid correctly some days were missed having to follow up was a hassle at times?*
- *Holiday pay sometimes but never time off in lieu (confusion re: working variable and non-standard hours)*



In your current job, do you: Get paid your correct holiday pay

	Frequency	Percent %
Always	584	71.7
Sometimes	70	8.6
Never	38	4.7
Don't know / unsure	122	15
Total	814	100.0

TABLE 19: PAID THE CORRECT HOLIDAY PAY

Again, as in Table 17, we see that there is a small number of employers that do not ensure that their staff is paid the correct holiday pay.

In your current job, do you: Get a wage / pay slip one a regular basis showing pay and all deductions?

	Frequency	Percent %
Always	668	84.8
Sometimes	41	5.1
Never	61	7.5
Don't know / unsure	21	2.6
Total	811	100.0

TABLE 20 : PAID THE CORRECT HOLIDAY PAY

Again, as in Tables 17 and 19, we see that there is a small number of employers that do not ensure that their staff is presented with a wage or pay slip on a regular basis. For these employees, it could be unclear what their actual pay and deductions are.

QUALITATIVE ANALYSIS

In your current job, do you: Get paid your correct holiday pay

Theme Category	Frequency	Percentage %
I am Self employed	12	22
Haven't had a holiday/ not paid as per contract don't get pay slips	10	19
No	4	8
I assume so, yes	4	8
Yes, but only with follow up its correct	3	6
Other (Please explain)	13	24
N/A Prefer not to say	7	13
Total	53	100

TABLE 21: HOLIDAY PAY

Indicative quotes on getting paid correct holiday pay

- *How she works it makes it hard to find if its your right amount. If you ask about it she re-directs the conversation to covid.*
- *Have to follow up often to make sure it's correct*



In your current job, do you: Regularly receive extra pay (e.g. tips, bonus, penalty rates)?

	Frequency	Percent %
Always	139	16.9
Sometimes	281	34.10
Never	351	42.6
Don't know / unsure	53	6.4
Total	824	100.0

TABLE 22: EXTRA PAY

Table 22 highlights that a lot of employees are not receiving additional pay (42.6%) while a significant minority of employees (16.9%) are always receiving additional pay on a regular basis.

QUALITATIVE ANALYSIS

In your current job, do you: Get the rest breaks you are entitled to by law?

	Frequency	Percent %
Always	475	58.2
Sometimes	252	30.9
Never	62	7.6
Don't know / unsure	27	3.3
Total	816	100.0

TABLE 23: REST BREAKS

Table 23 shows that the majority of employees (58.2%) are always receiving the rest breaks that they are entitled to by employment law. Still, a significant minority are either unsure (3.3%), never receive their entitled rest breaks (7.6%), or only receive their entitlements sometimes (30.9%).

QUALITATIVE ANALYSIS

In your current job, do you: Get the rest breaks you are entitled to by law?

Theme Category	Frequency	Percentage %
No, I miss breaks, not given breaks	29	36
I manage my own time and breaks	18	22
Choose or encouraged not to take breaks due to being very busy or other work conditions	12	15
Yes I take all breaks given by law	9	11
Other (Please explain)	8	10
N/A Prefer not to say	5	6
Total	81	100

TABLE 24: REST BREAKS

Indicative quotes on receiving breaks entitled to by law

- *Only if your okay with her being rude and moody with you. She really does expect you to work your 15 minute breaks. Everything about the job and flow of work is set up to keep you from having breaks. Eg, you will be the only one on for those times so you have to stay and work.*
- *We are told we can take a half hour break on five hour shifts but encouraged not to / nobody does / I am given the impression it would be inconvenient for others if I did so. One 10 minute break is always given during a shift of this length.*
- *The rest break law was made for office worker, not hospitality staff. We have staff meal and break, but the timing isn't up to us, but only when it suits the café*



QUALITATIVE ANALYSIS

In your current job, do you: Get a wage/pay slip on a regular basis showing pay and all deductions?

Theme Category	Frequency	Percentage %
No, not regular/not showing certain information	21	49
Yes - Payslips made available digitally	6	14
Yes - on a regular basis	5	12
No - had to request access	4	9
Other (Please explain)	3	7
N/A Prefer not to say	4	9
Total	43	100

TABLE 25: WAGE / PAY SLIP

Indicative quotes on getting paid correct holiday pay

- *The new payslips that employees have to print out themselves look poorly designed and sometimes they show up late. Last year it had been a while before payslips were updated.*
- *No, but this is partially my fault as I have not set up a part of PLATE. (website used by restaurant brands)*
- *Don't get pay slips*



In your current job, do you: Get paid for every hour you work?

	Frequency	Percent %
Always	519	66.4
Sometimes	143	18.3
Never	90	11.5
Don't know / unsure	30	3.8
Total	811	100.0

TABLE 26: HOURLY PAID

In Table 26, as in Table 25, the majority of employees (66.4%) always get paid for every hour they work. However, there is also a significant minority where this is not the case; as 18.3% only receive the right pay and 11.5% are not getting paid for every hour they work.

QUALITATIVE ANALYSIS

In your current job, do you: Get paid for every hour you work?

Theme Category	Frequency	Percentage %
No, I am on a salary-based contract	27	27
No, not paid regardless of overtime, unpaid overtime	26	26
Yes i am paid for every hour worked	9	9
Other	38	38
Total	100	100

TABLE 27: HOURLY WAGES

Indicative quotes on salary based contract

- *As we are salary based in our contract it states we can work 4 hours over 40 before being allowed to submit an allowance for extra pay*
- *Because our salary is pro-rated at a daily rate, the hours worked on some days, particularly public holidays doesn't even come close to the minimum adult wage.*
- *On salary so no, any over time only adds to me leave, no extra pay*

Indicative quotes on maximum pays, regardless of overtime, unpaid overtime

- *I don't get paid for overtimes. Even after I asked my Manager about it. I am currently seeking help from Union about this.*
- *Most of the time but if you work past your rostered hours then its unpaid, you could spend 40 mins cleaning shit off walls in the bathroom that a guest has complained about and it will be unpaid because "you should have left, its not my problem" but someone has to clean it. If you leave it it has to stay there till 10 the next day when HK starts.*
- *We click in to work and I know I sometimes work more than 16.5 hours but only ever get paid for 16.5*

QUALITATIVE ANALYSIS

In your current job, do you: Regularly receive extra pay (e.g. tips, bonus, penalty rates)?

Theme Category	Frequency	Percentage %
Yes, regular extra pay	22	43
No, boss keeps tips, irregular extra pay	8	16
Others)	15	29
N/A Prefer not to say	6	12
Total	51	100

TABLE 28: EXTRA PAY

Indicative quotes on receiving extra pay

- *My standard rate is \$23.25 however when I do a Night Audit Shift, I get an extra \$0.25c per hour. At the end of the day for a night shift, I come away with \$2 and even then, that has to be taxed...*
- *A performance bonus that gets taxed so much and penalty points removed unfairly*
- *All tips I receive go straight back into the business*



CAREER

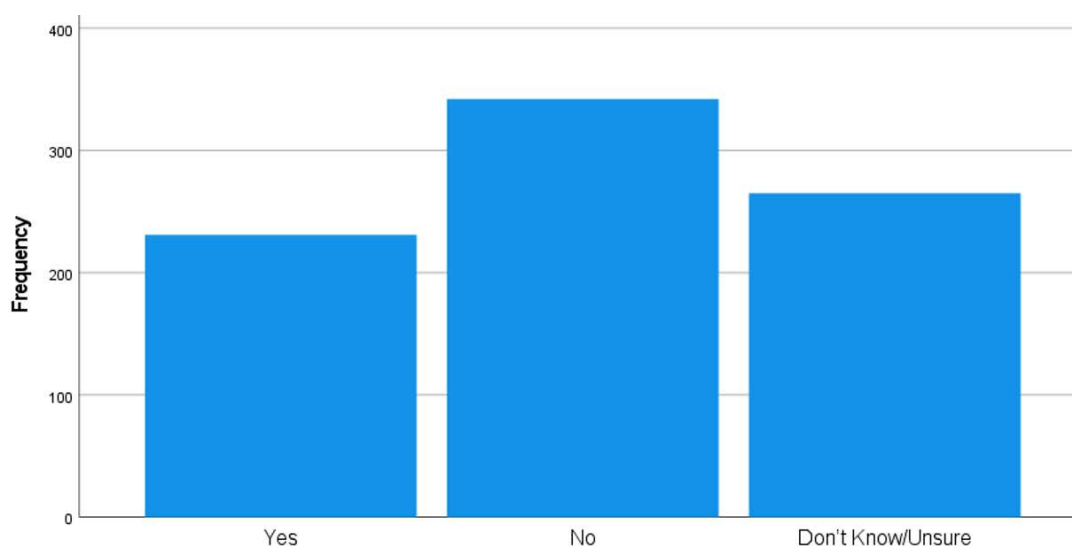
Do you think you will leave your current job within the next 12 months?

	Frequency	Percent %
Yes	231	27.6
No	342	40.8
Don't know / Unsure	265	31.6
Total	838	100.0

TABLE 29: PERCEPTION IN LEAVING CURRENT JOB IN THE NEXT 12 MONTHS

Table 29 shows a rather disturbing picture of career expectations, especially in light of the respondent bias in favour of employees with long tenure. Over half of employees expect either to leave their current job (27.6%) or are unsure about their future (31.6%). Considering the very high turnover rates in tourism and hospitality, this may underplay the career troubles brewing in the sector.

DIAGRAM 8: LEAVING CURRENT JOB IN SECTOR



30. Do you think you will leave your current job within the next 12 months?

If you answered yes to Question 30, do you think you will leave the hospitality and tourism sector?

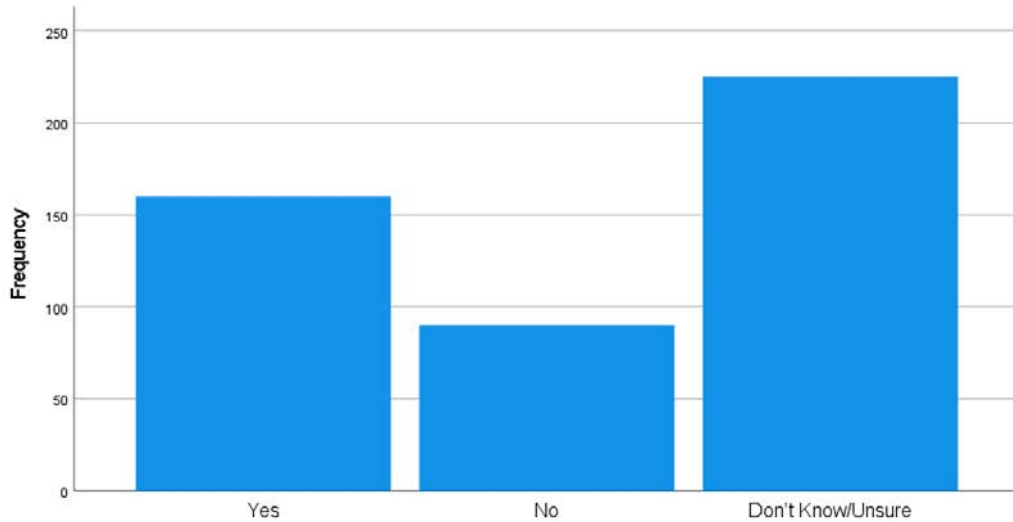
	Frequency	Percent %
Yes	160	33.7
No	90	18.9
Don't know / Unsure	225	47.4
Total	475	100.0

TABLE 30: PERCEPTION IN LEAVING THE SECTOR ENTIRELY

Even more disturbing than Table 29 is Table 30 which records the high number of respondents who either expect to leave the tourism and hospitality sector (33.7%) or are unsure (47.4%) whether their expected job change will keep them in the sector.



DIAGRAM 8: LEAVING SECTOR



32. If you answered 'Yes' to Q30, do you think you will leave the hospitality and tourism sector?

Employers, Managers and Supervisors by age brackets

Age Brackets	Number	Percent %
< 25	23	7
25 - 34	86	27
35 - 44	89	28
45 - 54	69	21
55 - 64	40	12
65+	15	5
Total	322	100

TABLE 31A: AGE BRACKETS - EMPLOYERS, MANAGERS AND SUPERVISORS

Front Line/BOH/Admin/ Other workers by age brackets

Age Brackets	Number	Percent %
< 25	152	26
25 - 34	122	21
35 - 44	100	17
45 - 54	107	19
55 - 64	65	11
65+	30	5
Total	576	100

TABLE 31B: AGE BRACKETS - FRONT LINERS

In Tables 31a and 31b, we have separated respondents by their job position. This separation shows a distinctly different age pattern between the two groups. While managers are distributed across the 25-65 age brackets, the other employee groups are mainly in the younger age brackets (47% are below 35 years of age).

Employers, Managers and Supervisors working time in hospitality and tourism

T&H Work time	Number	Percent %
< 1	0	0
< 2	6	2
< 3	4	1
< 4	19	6

< 5	22	6
< 6	14	4
6+	276	81
Total	341	100

TABLE 32A: TENURE - EMPLOYERS, MANAGERS AND SUPERVISORS

Front Line/BOH/Admin/ Other workers time in hospitality and tourism

T&H Work time	Number	Percent %
< 1	100	18
< 2	77	14
< 3	50	9
< 4	55	10
< 5	37	7
< 6	29	5
6+	211	37
Total	559	100

TABLE 32B: TENURE - FRONT LINERS

Tables 32a and 32b show, like Tables 31a and 31b, distinctly different patterns of tenure between the two groups. In particular, Table 31a shows that most managers and supervisors (81%) have worked more than 6 years in the sector. With this length of work experience, these employees will be crucial for the future well-being of the sector.

Table 31b highlights that most employees have relatively limited working experience in the sector. In particular, it is concerning that nearly a third of these employees have worked less than two years in the sector. However, it is also notable that just over a third of these employees have worked more than six years. It would be of interest to explore why a significant section of front-line staff have stayed long-term within the sector.

Employers, Managers and Supervisors turnover intention for job in the next 12 months

Intending to leave	Number	Percent %
Yes	80	28
No	141	49
Don't know / Unsure	69	23
Total	290	100.0

TABLE 33A: TURNOVER INTENTION - EMPLOYERS, MANAGERS AND SUPERVISORS

Front Line/BOH/Admin/ Other workers turnover intention for job in the next 12 months

Intending to leave	Number	Percent %
Yes	156	31
No	192	38
Don't know / Unsure	155	31
Total	503	100.0

TABLE 33B: TURNOVER INTENTION - FRONT LINERS

Tables 33a and 33b highlight that turnover intention are concerningly high amongst both senior and front-line staff. It should be very concerning that over half of managers and supervisors either intend to leave (28%) or are unsure whether they will leave in the next 12 months (23%). As mentioned under Table 31a, these employees are crucial in the re-building of the sector.

Employers, Managers and Supervisors turnover intention for sector in the next 12 months

Intending to leave	Number	Percent %
Yes	52	35
No	28	19
Don't know / Unsure	69	46
Total	149	100.0

TABLE 34A: TURNOVER INTENTION SECTOR - EMPLOYERS, MANAGERS AND SUPERVISORS

Front Line/BOH/Admin/ Other workers turnover intention for sector in the next 12 months

Intending to leave	Number	Percent %
Yes	108	33
No	64	20
Don't know / Unsure	155	47
Total	327	100.0

TABLE 34B: TURNOVER INTENTION SECTOR - FRONT LINERS

Tables 34a and 34b further develop the turnover intention presented in tables 32a and 32b. Again, the high turnover intention is problematic, but it is even more problematic that these employees may leave the sector for good. For example, of employees intending to leave 35% of managers and supervisors express their intention to leave the sector, while 46% of managers and supervisors are unsure of whether they will stay in the sector. Amongst front-line staff, more than three quarters, of the respondents intending to leave, will either leave the sector for good (33%) or are unsure whether they will stay in the sector (47%).

Employers, Managers and Supervisors paid at least minimum adult wage

Paid Minimum Wage	Number	Percent %
Yes	278	95
No	16	5
Don't know / Unsure	0	0
Total	294	100.0

TABLE 35A: EMPLOYERS, MANAGERS AND SUPERVISORS PAID MINIMUM WAGE

Of those stating 'no' to minimum wage, 5 were self-employed claiming to pay themselves nothing, 4 were on commission and 4 put in hourly rates that were actually above min wage.

Front Line/BOH/Admin/ Other workers paid at least minimum adult wage

Witnessed BH	Number	Percent %
Yes	475	88
No	49	9
Don't know / Unsure	19	3
Total	543	100.0

TABLE 35B: FRONT LINE/BOH/ADMIN AND OTHER WORKERS PAID MINIMUM WAGE

Of the 49 'No's', 18 listed hourly rates that were over the minimum wage and 13 listed commission/self-employment/contracting or volunteering as reasons. This leaves potentially 18 (3.3%) respondents who are actually not getting paid the hourly rate as regular employees.

Tables 35a and 35b indicate that the vast majority of employees are paid at least the minimum wage. While this might not be a surprise amongst managers and supervisors, it is noticeable that 88% of front-line staff are paid at least the adult minimum wage.

Employers, Managers and Supervisors hourly rate

Hourly Rate	Number	Percent %
< 21.20	5	4
21.20 - 24	28	20
25 - 29	64	47
30 - 34	18	13
35 - 39	11	8
40 - 44	4	3
45 - 49	2	1
50 +	5	4
Total	137	100

TABLE 36A: EMPLOYERS, MANAGERS AND SUPERVISORS HOURLY RATE PAID HOURLY RATE

Employers, Managers and Supervisors Salary

Salary Band	Number	Percent %
40 - 59	10	8
60 - 79	37	31
80 - 99	31	26
100 - 119	14	12
120 - 139	7	6
140 - 159	9	8
160 - 179	1	1
180 - 199	5	4
200 +	5	4
Total	119	100

TABLE 36B: EMPLOYERS, MANAGERS AND SUPERVISORS HOURLY RATE PAID SALARY

Table 36a and 36b deal with employees on an hourly rate. Unsurprisingly, most employees will receive less than \$30 an hour, which indicates that most employees are paid between the statutory minimum wage and less than \$30. Surprisingly, many managers and supervisors (20%) are paid less than \$25 per hour. It is probably less surprising that 68% of front-line staff are paid less than \$25 per hour.

Front Line/BOH/Admin/ Other workers hourly rate

Hourly Rate	Number	Percent %
< 21.20	7	2
21.20 - 24	265	68
25 - 29	78	20
30 - 34	20	5
35 - 39	11	3
40 - 44	1	
45 - 49	2	
50 +	7	2
Total	391	100

TABLE 37A: FRONT LINE/BOH/ADMIN AND OTHER WORKERS PAID HOURLY RATE

Front Line/BOH/Admin/ Other workers Salary

Salary Band	Number	Percent %
40 - 59	25	53
60 - 79	18	38
80 - 99	4	9
Total	47	100

TABLE 37B: FRONT LINE/BOH/ADMIN AND OTHER WORKERS PAID SALARY

Tables 37a and 37b deal with employees on salaries. They show unsurprisingly, that managers and supervisors receive considerably higher pay than front-line staff. While 37% of managers and supervisors receive less than eighty thousand dollars per annum, 91% of front-line staff are paid than less than eighty thousand dollars per annum. It is also notable that 35% of managers and supervisors are paid more than one hundred thousand dollars per year.

JOB SATISFACTION

	Mean	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree
I enjoy my working environment	3.77	44 (5.5%)	57 (7.2%)	143 (17.9%)	348 (43.8%)	204 (25.6%)
I feel i could have a good career in this industry	3.61	49 (6.1%)	89 (11.2%)	180 (22.6%)	288 (36.1%)	191 (24%)
I feel my job is secure	3.56	49 (6.1%)	99 (12.4%)	181 (22.7%)	293 (36.8%)	175 (22%)
I feel my rostered hours are communicated to me with a reasonable notice	3.74	51 (6.4%)	61 (7.7%)	144 (18.1%)	328 (41.2%)	213 (26.7%)
I get paid fairly for the work that I do	3.21	94 (11.8%)	157 (19.7%)	166 (20.8%)	246 (30.9%)	134 (16.8%)
There are opportunities for me to get pay rises in my role	3.06	108 (13.6%)	151 (18.9%)	216 (27.1%)	233 (29.2%)	89 (11.2%)

TABLE 38A: JOB SATISFACTION

	Mean	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree
I am treated with dignity and respect by my managers/owners	3.77	52 (6.5%)	61 (7.7%)	136 (17.1%)	321 (40.3%)	227 (28.5%)
I receive supportive feedback from managers/owners	3.58	55 (6.9%)	84 (10.5%)	185 (23.2%)	291 (36.5%)	182 (22.8%)
I have the ability to voice my opinion at work without fear of repercussions	3.56	65 (8.2%)	96 (12%)	159 (19.9%)	278 (34.9%)	199 (25%)
My managers/owners are good employers	3.74	48 (6%)	58 (7.3%)	173 (21.7%)	290 (36.4%)	228 (28.6%)
Overall i am satisfied in my job	3.63	49 (6.1%)	70 (8.8%)	182 (22.8%)	323 (40.5%)	173 (21.7%)

TABLE 38B: WORKPLACE TREATMENT

Tables 38a & 38b highlights different job satisfaction across a range of employment relations and working condition issues. Scoring relatively highly are issues such as an enjoyable working environment, the rostering of hours, and how they are treated by managers. There is obviously more concern when it comes to job security and the ability to voice opinions (without fear of repercussions). The concerning areas are around pay, where many respondents don't think that there are opportunities for getting pay rises or feel that they are paid fairly for the work they do.

Are the hours you work generally acceptable, or not enough, or too many?

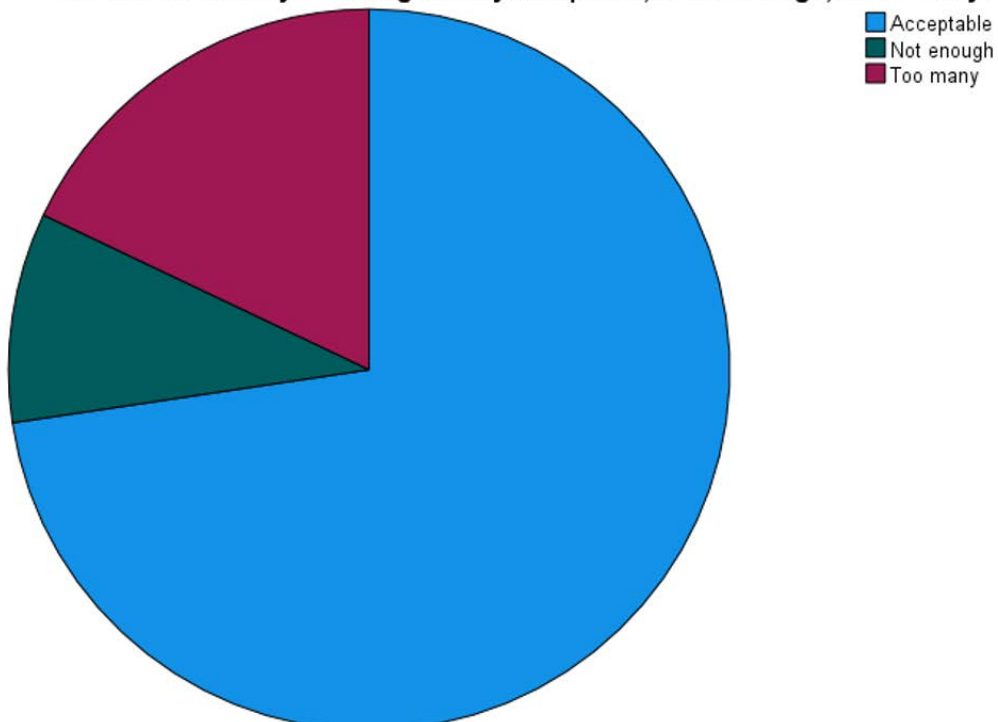
	Frequency	Percent %
Acceptable	579	72.6
Not Enough	75	9.4
Too many	143	17.9
Total	797	100

TABLE 39: HOURS

Table 39 suggests that most people (72.6%) generally feel that their working hours are acceptable. Interestingly, while 9.4% find that they have not received sufficient hours, nearly double that figure (17.9%) find that their working hours too many.

DIAGRAM 10: WORKING HOURS

35. Are the hours you work generally acceptable, or not enough, or too many?



Qualitative responses to changes you would make tourism and hospitality a better place to work.

Theme category	Number	Percentage rounded
Better pay and conditions	218	33
More Staff	56	8
Roster/regular hours/paid for all hours worked	53	8
Better management	52	8
Less customer abuse/stress	34	5
Career path problems/image	32	5
More respect and recognition from customers and managers	29	4
Better breaks	18	3
Government / Legislation	18	3
More unions and enforcement	16	2
Better training and development	12	2
Stop bullying and harassment	6	1
Better communication	6	1
NA/Don't know/Nothing/All good	58	9
Other	53	8
Total	661	100

TABLE 40: CHANGES FOR IMPROVEMENT

Table 40 highlights, like Table 39, that better pay and conditions are a major issue for many respondents (33%). Staffing shortages, fair pay and better management also score highly (with 8% each). As found in other research, and also in the tables above, customer abuse is a concern raised by some respondents (5%).

Indicative quotes on better pay and conditions

- *Our Salaries do not reflect our jobs. Our pay rise is in cents and a few dollars rather than coinciding with cost of living rising. You have to FIGHT for every cent extra in a raise and you're made to feel like you're lucky to get it. There is no wage transparency. There should be a CLEAR wage bands that you should fall between that is equal to your job/level. There needs to be pay bands for basic entry level hospitality roles that clearly increase and get defined rather than just a class all 'front of house' role. Its not good enough.*
- *Better pay that is more in line with cost of living. We do long hours for just above minimum wage and tend to miss many important milestones in our families lives for our job.*

Indicative quotes on Better Management

- *I also think before an employer opens a business, they should have to undertake training in employment law and then be tested to ensure they know the basics. They should then have to retake this test each year and be expected to keep up with amendments to employment law and new bills coming in such as the Fair Pay Agreement Bill.*
- *Better management more neutral HR personal, less favouritism and a stop to bullying and harassment*
- *Appreciation shown by your managers, work life- personal life balance is encouraged*

Indicative quotes on respect and recognition from society/customers/managers

- *Tackle the stigma that taking travel & tourism courses at school is for low achieving students - an 'easy NCEA pass'. This perception completely undermines what we do and has eroded the value and respect given to those working in the sector.*
- *A better acknowledgment from customer about hospitality being a real job/career.*
- *If it was treated with the same respect as a lawyer etc. We contribute to society.*

Indicative quotes on roster/regular hours/paid for all hours worked

- *longer notice of rostering - heads up about change in rosters before starting time*
- *Stability and ability to plan a life not wait for rosters*
- *Better communication of hours*



Indicative quotes on better communication

- *Communication, An Understanding by Managers and other staff.*
- *Treatment/communication between staff and managers*

Indicative quotes on customer abuse/stress

- *Better processes when dealing with aggressive customers. Laws put in place to stop it*
- *More rights for workers to stand up to customers without repercussion*
- *More support from employers when there are negative interactions with customers*

Indicative quotes on bullying and harassment

- *less favouritism and a stop to bullying and harrasment*
- *Remove bully's from the workplace*
- *You can openly talk about mental health without being red flagged as a worker*

Indicative quotes on training and development

- *More investment towards training*
- *Better pathways and training opportunities*
- *Better access to development opportunities and showcasing these opportunities*





Indicative quotes on breaks

- *Proper rest breaks like an hour paid break, absolutely ridiculous that it's not the bare minimum any business can do*
- *proper rest, and meal breaks on shift*

Indicative quotes on more staff

- *Need more workers to take pressure off current staff. Faster Immigration approval of visas as it is obvious we can't rely on New Zealanders to work in our industry.*
- *Hiring more staff to allow for everybody to worry about only their job and not others too.*
- *We are overworked due to lack of staff. Immigration is an issue, the harder you make it for people to work here the more the industry suffers as locals do not want jobs within our industry*

Indicative quotes on career problems/image

- *Having it acknowledged as a career path with qualified experienced people i.e. not relying so heavily on the backpacker / working holiday people to carry out seasonal work*
- *The industry is short on scale and size to invest and make a difference to developing career roles.*
- *Recognition from the Government as to the importance of the sector to the NZ economy - this would create a feel good factor to those in the industry*

REASONS FOR JOINING THE SECTOR

Theme category	Number	Percentage %
People, people, people - diversity , helping	216	30
Working with customers/providing service	98	14
Fell into it/needed a job/easy to get into	103	15
The nature of work: fast-paced, fun, vibrant, flexible, freedom	147	20
Travel and earn	57	8
Love food/wanted to be a chef	43	6
Opportunity	21	3
Passion	18	2.5
Other	12	1.5
Total	715	100

TABLE 41: REASONS FOR JOINING THE SECTOR

Indicative quotes on people, people, people - diverse people, helping

- *Being a peoples person its exciting and energizing to meet and communicate with people.*
- *Learning diverse cultures and meeting international people is very intriguing to me*
- *Being around people and creating a welcoming environment for other*





Indicative quotes on customers / providing service

- *Making the experience better for the tourist*
- *Make tourists visits to NZ the best it can be*
- *The ability to entertain people*

Indicative quotes on the nature of the work : fast-paced /fun/vibrant/flexible/freedom/diverse work

- *A flexibility to travel and work around the globe*
- *A job in a vibrant industry*
- *Active work, variety of services, alternative lifestyle*

Indicative quotes on fell into it/needed a job/ just a job/ easy to get into

- *No qualifications needed. Easy to do alongside school.*
- *As an immigrant, this was one of the few jobs available to me.*
- *Needed work and was offered current position due to employer being desperate for staff*

Indicative quotes on travel and earn

- *Ability to travel and earn a living*
- *A love for aviation and travel*
- *Always been interested in travel/hotels*

REASONS FOR WANTING TO LEAVE THE SECTOR

Theme category	Number	Percentage %
Bad conditions; stress, toxic environment, physically exhausting	88	19
Pay not sufficient	67	15
Poor work life balance, less hours	56	12
Moving, looking for a change, travel, age - time to go	51	11
Looking for better opportunities lack of opportunity/promotion	38	8
Bad management / bullying	32	7
Shortage of staff	21	5
Family commitments	16	4
Was only ever a temporary job	15	3
Change in study / university situation	12	3
Impact of COVID-19 / Business failing	11	2
Other	50	11
Total	457	100

TABLE 42: REASONS FOR WANTING TO LEAVE THE SECTOR

Indicative quotes on wanting to leave the sector

- *I feel this industry doesn't take care of their employees well. Doesn't make sense to please the guest if your own employees are not happy in the first place.*
- *No current progression opportunities at my current place of work - Long hours, short staffed, working through breaks and not getting paid for doing 2 peoples jobs*
- *Other industries are more appealing - Other job opportunities and better pay and benefits*

Indicative quotes on government / legislation

- *Greater balance between alcohol laws such as closing times for venues and balancing protection of citizens and community*
- *Greater respect for the sector from the government rather than criticism*
- *Importance placed on the industry by government and local officials - not disregarded*

Indicative quotes on union

- *Proper enforcement by the MBIE and the Labour Inspectorate of our minimum employee entitlements such as breaks.*
- *More easily accessible options to unionise, or in general more oversight of hospitality venues from a watchdog organisation- ensuring IEA's, breaks*
- *Clear laws and expectations. Maybe laws around pay scale and jobs which an employee is doing. Also clear way to get help / report employers who are breaking the law.*

	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree
a. I have opportunities for promotion in my workplace	83 (11%)	141 (18.7%)	211 (28%)	248 (32.9%)	70 (9.3%)
b. When i am unwell, i can always take a sick leave	61 (8.1%)	98 (13%)	126 (16.7%)	305 (40.5%)	163 (21.6%)
c. I would like more traning	34 (4.5%)	78 (10.4%)	256 (34%)	258 (34.3%)	127 (16.9%)
d. I feel the training and development opportunities I have been offered are adequate	59 (7.8%)	110 (14.6%)	223 (29.7%)	279 (37.1%)	81 (3.4%)
e. As i become more skilled at my job, I am likely to get promoted and get more pay	103 (13.7%)	138 (18.3%)	215 (28.6%)	226 (30%)	71 (9.4%)

TABLE 43: SIGNIFICANT ISSUES

Table 43 suggests that promotion and higher pay are significant issues for respondents. The table also highlights that many respondents would appreciate more training and development.

SECTION E: UNION

Are you union member?

The Table below shows only 4.2% of the respondents are union members. Of the 9% of the respondents who are not union members, it also shows whether the respondents would consider joining a union. There is almost equal proportion of the respondents who may consider joining the union and those who would not.

	Frequency	Percent %
Yes	101	4.2
No	217	9
Don't know / Unsure	19	0.8
Total	337	14
Missing	2067	86

TABLE 44: UNION MEMBER

Table 45 below presents the union membership reported by the respondents, with majority from Etu. Tables 44 and 45 highlights that unions have a very limited presence in the sector. None of the unions mentioned in Table 45 has more than 1.5% membership.

	Frequency	Percent %
Etu	24	1%
Food Industry	2	0.01%
Unite Union	16	1.4%
Raise the Bar	3	0.02

TABLE 45: UNION MEMBER

Would you consider joining a union?

	Frequency	Percent %
Yes	99	43
No	130	57
Total	229	100

TABLE 46: CONSIDERATION OF JOINING THE UNION

Table 46 indicates, when compared with Tables 45 and 46, that the unions have a relatively fertile recruitment ground as 43% of respondents would consider joining a union. It should be noted that only a minority of respondents answered this question.

QUALITATIVE ANALYSIS

If your answer to Would you consider joining a union was 'No', would you consider joining a union? Please explain your answer

Theme Category	Frequency	Percentage %
Just don't want to/see no value, no point/they won't be effective	23	32
Don't know about unions	12	16
Unions are aggressive, pressuring/heard bad things about them/might be bad for my career/job	8	11
Happy without union/can look after myself	7	9
Temp worker/temp job, so no point	6	8
Cost	6	8
Other	12	16
Total	74	100

TABLE 47: CONSIDERATION IN JOINING UNION

Indicative quotes on not wanting to join the union

- *I have long been pro union, to the effects I understand workplace law very well. I am able to fight my own battles now. I can fight for my rights*
- *Not going to be there long enough - Unsure if I'll stay here long enough to commit to a union - current position is only temporary casual and I don't see any advantage in joining union*
- *They are not going to resolve the issues around inexperienced managers and poorly trained managers and leaders, and the lack of capital to invest in good systems and equipment etc*



QUALITATIVE ANALYSIS

If your answer to Would you consider joining a union was 'Yes', would you consider joining a union? Please explain your answer

Theme Category	Frequency	Percentage %
Yes, they can help with better pay, conditions, security, safety, hours	16	23
Yes, but I don't know what unions do, what unions there are, how they work	15	22
Yes, they help	12	17
I am a union person, believe in collective bargaining, justice	9	14
It will keep employers honest, help us with our employers	7	10
Other	10	14
Total	69	100

TABLE 48: JOINING UNION

Indicative quotes on agreeing to joining the union

- *I believe Unions are meant to be the voice of the employees and a safe space for employees to raise concern or anything they need to bring up - I am a very political, and justice minded person, who constant speaks out against issues of inequity*
- *To know that my employers won't be able to treat me unfairly without me having someone to stick up for me.*
- *Yes, but unsure of the process/concern around how management would react - Not sure of what a union can do*



QUALITATIVE ANALYSIS

What formal or on-the-job training have you been offered in your current role?
Please distinguish between formal and on-the-job training

Theme Category	Frequency	Percentage %
On the job	211	38
Formal	89	16
No training at all	76	13
No formal training	38	7
Bar/Barista/Food Safety/Customer Service	48	9
OSH/Fire/First Aid	38	7
Other	59	10
Total	559	100

TABLE 49: TRAINING OFFERED

Indicative quotes on training offered in their current role

- *All training has been on-the-job, including training on the drinks menu and service routine, barista*
- *Formal training - wine education hosted by companies outside of my own. On the job training - full training when I began and ongoing opportunities to upskill through education sessions with management. Also incentive based tests delivered by management*
- *I had no formal training, and all of my training has been on-the-job. I have been guided through the process of doing all my required tasks in great detail, and am supported when I do them until I am able to do them confidently by myself.*



SECTION F: HEALTH AND SAFETY IN THE TOURISM AND HOSPITALITY SECTOR

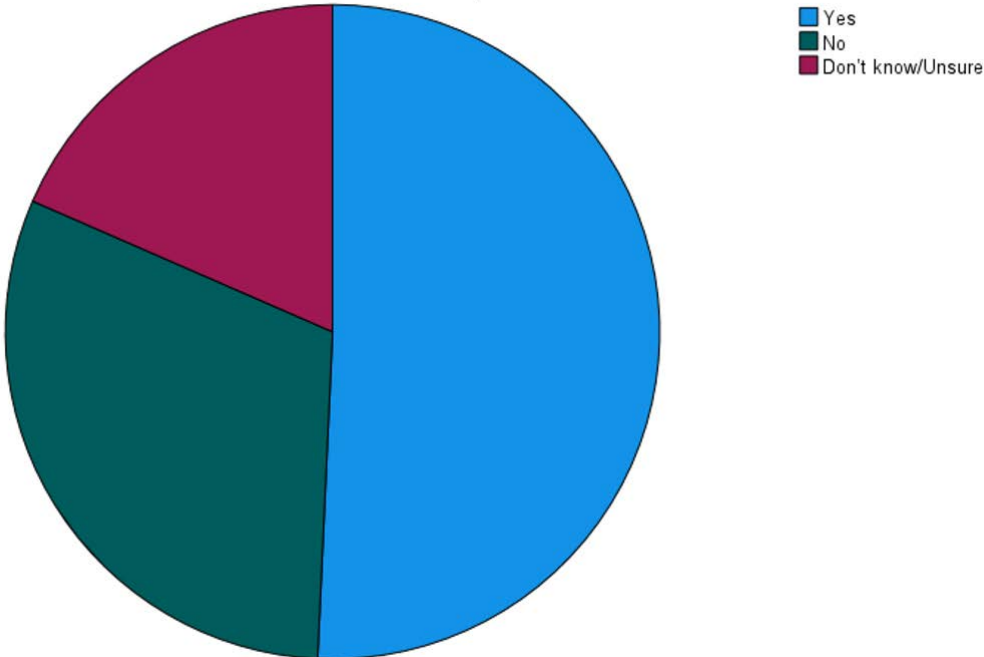
50.7% of the respondents reported to have a health and safety representative (that is not your supervisor or manager) at their workplace. However, almost half of the respondents reported that they do not have and are unsure of the health & safety representative at their workplace.

	Frequency	Percent %
Yes	382	50.7
No	232	30.8
Don't know / Unsure	129	18.5
Total	753	100

TABLE 50: HEALTH AND SAFETY

DIAGRAM 9: HEALTH AND SAFETY REPRESENTATIVE

49. Do you have a health and safety representative (that is not your supervisor or manager) at your workplace?



What are the health and safety risks in your workplace?

That includes: PPE availability and provision of equipment to do your job well and safely

Theme Category	Frequency	Percentage %
All good, no problems with OSH	45	14
Fat fryers, fires, burns	43	13
PPE All good	39	12
Heavy lifting, strains	31	10
No PPE	28	8
Slips, Wet floors, fat on floors	28	8
Knives, cuts	25	7
Chemicals, cleaning products	18	6
Customer abuse and threats	18	6
Fatigue	15	5
COVID-19	11	3
Exposed/Dangerous electrical wires, lighting	9	3
Other	15	5
Total	325	100

TABLE 51: HEALTH AND SAFETY RISKS

Indicative quotes on workplace hazards

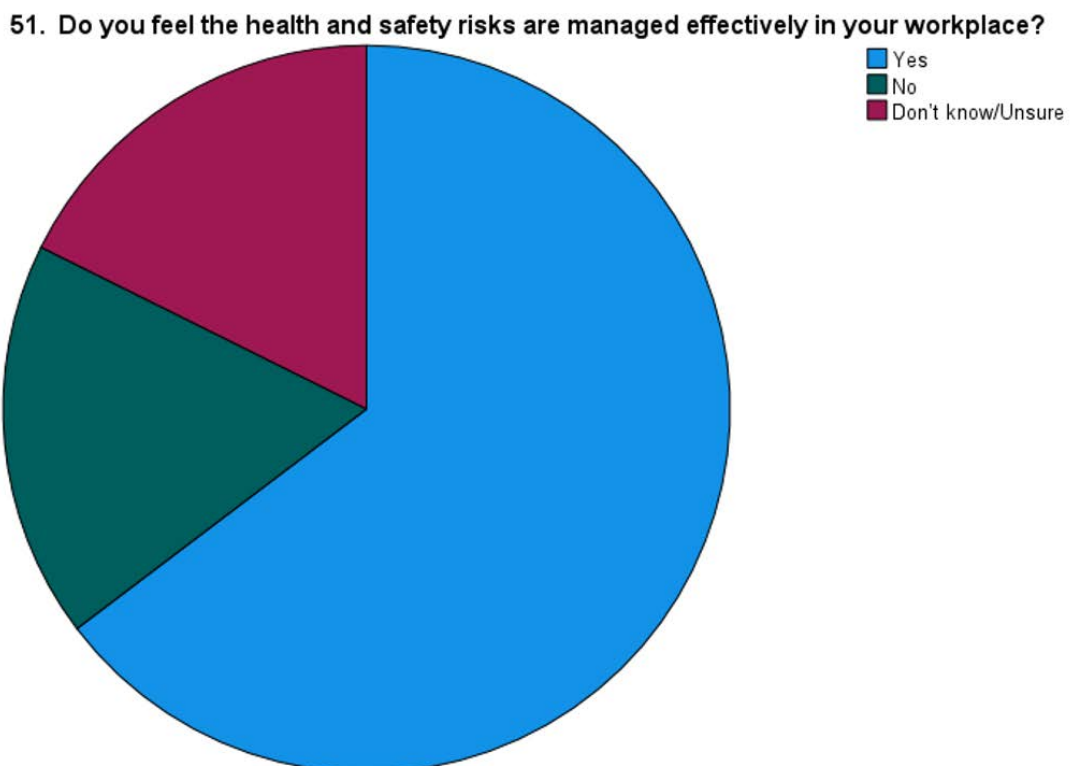
- *There are way more health and safety risks in any hospitality role than fit into this box. Kitchen hazards, safety dealing with customers, customer safety, hygiene... etc.*
- *Injuries don't get logged, if you get burnt you can't leave the floor to do 1st aid as there's no one to cover your position for 10 mins*
- *Customer abuse, repeat behaviour that we have to accept*



It is quite alarming that almost 53.7% did not know what the health and safety risks in their workplace are, compared with 46.3% of respondents who indicate their workplace risks. 64.7% (487) of the respondents feel the health and safety risks are managed effectively in their workplace. While about 17.7% (133) of the respondents indicate there is risk at workplace. A similar percentage did not know or unsure if their workplace is a risk.

The pie chart below displays the breakdown of the respondents perceived workplace health and safety.

DIAGRAM 9: HEALTH AND SAFETY MANAGEMENT



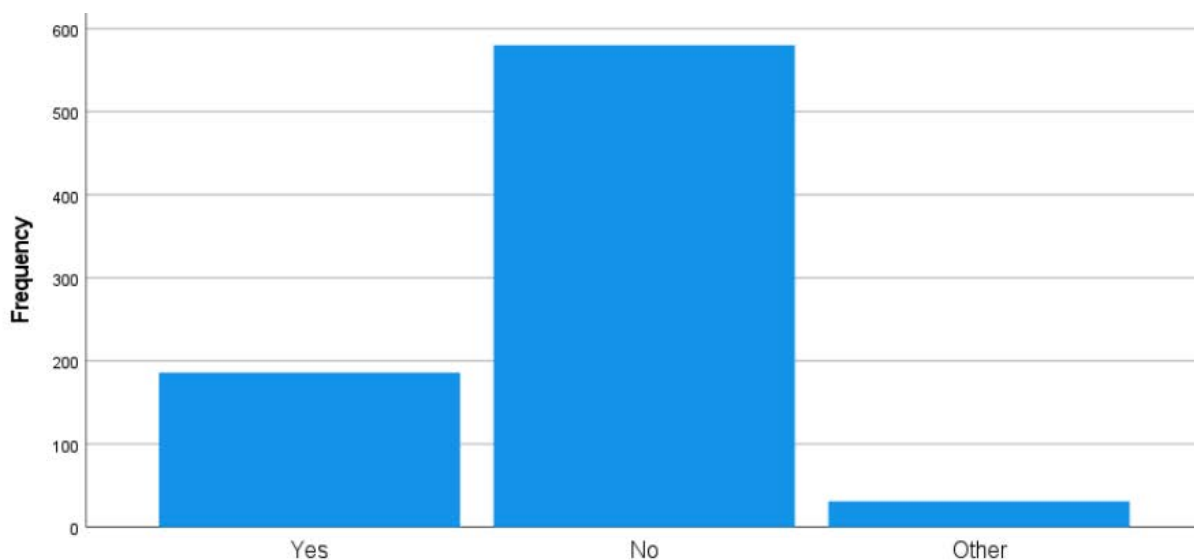
SECTION G: BULLYING AND HARASSMENT

EXPERIENCED TYPES OF WORKPLACE ABUSE IN THE LAST 12 MONTHS AMONG TOURISM AND HOSPITALITY EMPLOYEES

The table below shows 23.3% of respondents have personally experience bullying or harassment in the workplace. It also elaborates on the previous findings about bullying and harassment. It is concerning that nearly a quarter (23.3%) of respondents have personally experienced bullying and harassment.

	Frequency	Valid Percent %
Yes	186	23.3
No	580	72.8
Other	31	3.9
Total	797	100

TABLE 52: PERSONAL EXPERIENCE OF BULLYING OR HARASSMENT



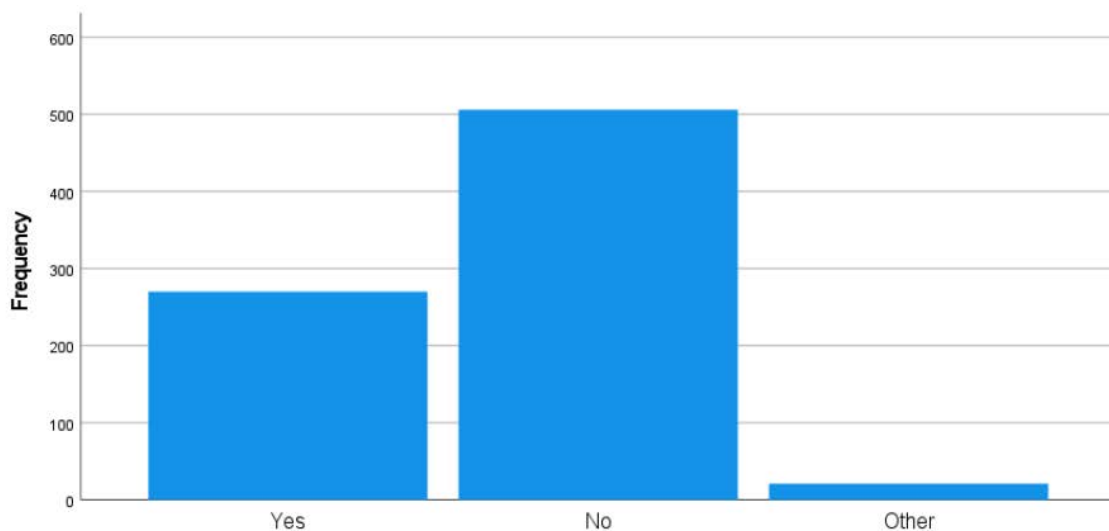
38. Have you personally experienced bullying or harassment in the workplace in the last 24 months? - Selected Choice

Table 53 presents 34% of the respondents have witnessed bullying or harassment of others in the workplace. This shows that when it comes to witnessing - rather than personally experiencing - bullying and harassment - the 'yes' answers rise to 33.9%.

Have you witnessed bullying or harassment of others in the workplace in the last 24 months?

		Valid Percent %
Yes	270	33.9
No	506	63.5
Other	21	2.6
Total	797	100

TABLE 53: RESPONDENTS WITNESSING BULLYING OR HARASSMENT



39. Have you witnessed bullying or harassment of others in the workplace in the last 24 months? - Selected Choice

The table below displays 4 types of abuse and it continues the focus on issues surrounding bullying and harassment, as psychological abuse are the prevalent workplace abuse experienced by tourism and hospitality employees.

	Physical Abuse	Psychological Abuse	Racial Abuse	Sexual Abuse
Mean	3.12	3.33	3.54	3.53
Never	643 (80.7%)	455 (57.1%)	558 (23.2%)	647 (81.2%)
Rarely	87 (10.9%)	101 (12.7%)	41 (12.4%)	84 (10.5%)
Sometimes	49 (6.1%)	159 (19.9%)	97 (12.2%)	51 (6.4%)
Often	18 (2.3%)	82 (10.3%)	43 (5.4%)	15 (1.9%)

TABLE 54: ABUSE

As can be seen in the pie chart below, workplace abuse which has the most reported incident is psychological abuse, which accounts for 10.3% 'often' and 19.9% 'sometimes' experienced workplace abuse.

37. Have you personally experienced any of the following types of workplace abuse in the past 24 months? - Psychological abuse

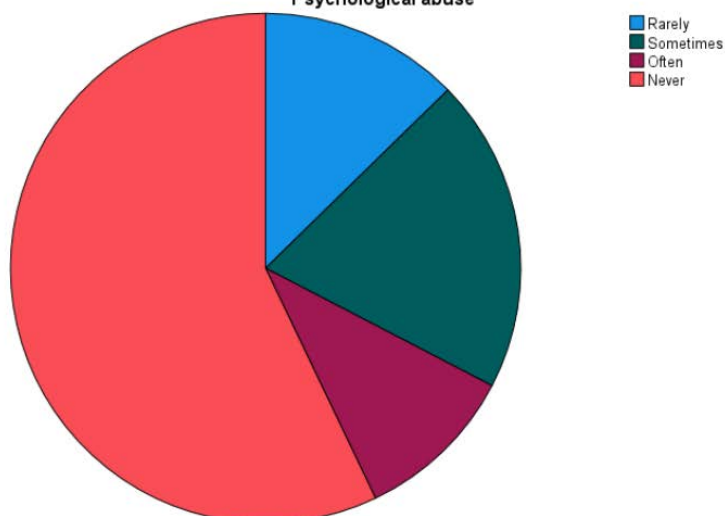
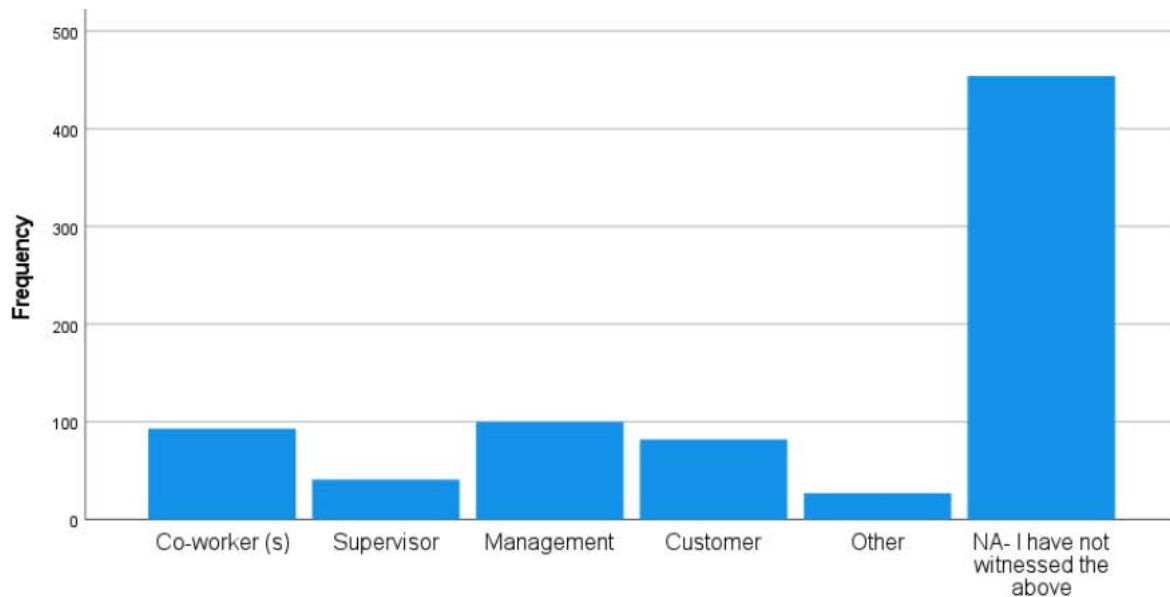


Table 55 below shows that the main offenders are co-workers, management, and customers. It highlights that the main offenders when it comes to bullying and harassment are management (12.5%), co-workers (11.7%) and customers (10.3%).

If you answered 'Yes' to Q38 and/or Q39 who were the main offenders?

	Frequency	Valid Percent %
Co-workers	93	11.7
Supervisor	41	5.1
Management	100	12.5
Customers	82	10.3
Other	27	3.4
N/A - I have not witnessed the above	454	57
Total	797	100

TABLE 55: OFFENDERS OF BULLYING OR HARASSMENT



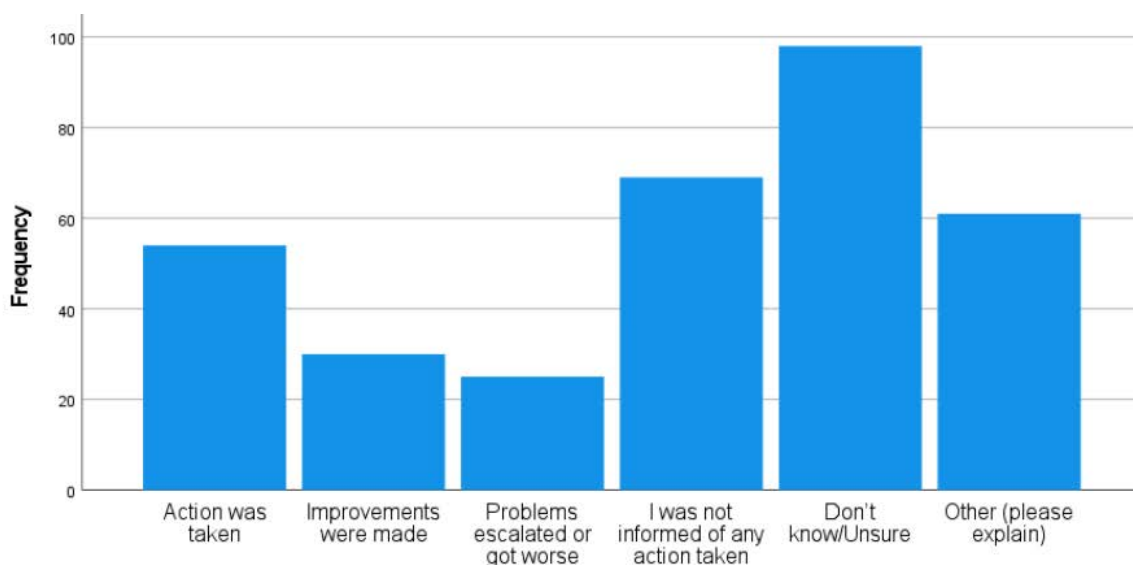
40. If you answered 'Yes' to Q38 and/or Q39 who were the main offenders: - Selected Choice

If you reported the abuse, harassment, or bullying.

	Frequency	Valid Percent %
Action was taken	54	16
Improvements were made	30	8.9
Problems escalated or got worse	25	7.4
I was not informed of any action taken	69	20.5
Don't know / Unsure	98	29.1
Other (Please explain)	61	18.1
Total	337	100

TABLE 56: OUTCOME OF REPORTING ABUSE, HARASSMENT OR BULLYING

Table 56 suggests that when abuse, harassment and bullying were reported, there was limited action taken; with nearly 30% being unsure and 20% not being informed about any action being taken. Only in a quarter of cases was there either improvements (8.9%) or action taken (16%).



42. If you reported the abuse, harassment or bullying: - Selected Choice

Employers, Managers and Supervisors experienced bullying and harassment last 24 months

Experienced BH	Number	Percent %
Yes	60	21
No	212	75
Don't know / Unsure	12	4
Total	284	100.0

TABLE 57A: HARASSMENT AND BULLYING EXPERIENCED BY EMPLOYERS, MANAGERS AND SUPERVISORS

Front Line/BOH/Admin/ Other workers experienced bullying and harassment last 24 months

Experienced BH	Number	Percent %
Yes	130	25
No	371	71
Don't know / Unsure	19	4
Total	520	100.0

TABLE 57B: HARASSMENT AND BULLYING EXPERIENCED BY FRONT LINERS

Tables 57a and 57b show a very high level of experienced bullying and harassment amongst both managers and supervisors and front-line staff. The two tables indicate that around a quarter of all respondents have experienced bullying and harassment of the last 24 months. The tables also indicate a similarity that was not found amongst the two groups in respect of the previously discussed employment relations and working conditions topics.

Employers, Managers and Supervisors witnessed bullying and harassment last 24 months

Witnessed BH	Number	Percent %
Yes	100	33
No	195	64
Don't know / Unsure	9	3
Total	304	100.0

TABLE 58A: HARASSMENT AND BULLYING WITNESSED BY EMPLOYERS, MANAGERS AND SUPERVISORS

Front Line/BOH/Admin/ Other workers witnessed bullying and harassment last 24 months

Witnessed BH	Number	Percent %
Yes	186	36
No	322	62
Don't know / Unsure	13	2
Total	521	100.0

TABLE 58B: HARASSMENT AND BULLYING WITNESSED BY FRONT LINERS

Tables 58a and 58b present, like Tables 57a and 57b, that both groups of respondents have witnessed bullying and harassment over the past 24 months. It accounts for 33% amongst managers and supervisors and 36% amongst front-line staff.

In your current job, do you: If you experienced or witnessed abuse, harassment or bullying in the workplace in the past 24 months but did not report it, what was your reason for not reporting?

Theme Category	Frequency	Percentage %
I was new - afraid to cause problems, fearful of repercussions	48	27
Person who i have to report it to is the harasser	28	26
Not worth it, can't be bothered, don't trust anything will happen	26	9
Not dealt with in the past, nothing will change	12	38
Didn't know what to do/who to report to, no-one to report to	11	100
Harassing customers are part of the job, customers never get reported	9	9
Dealt with it myself	8	38
Other	16	100
Total	158	100

TABLE 59: EXPERIENCE OR WITNESS ABUSE, HARASSMENT OR BULLYING

Indicative quotes on not reporting the experienced or witnessed abused, harassment or bullying

- *Awful customers come with the job. Didn't know who to talk to / management are close friends with perpetrators. Abuse from customers is never reported - we are essentially left to deal with that & the aftermath on our own*
- *Because this person has done it before and nothing seems to change - I have felt and witnessed this situation multiple times and seen it get reported yet have nothing done about it. It's always ends up with my co-workers leaving*
- *Did not want to lose my job - I didn't report it because nothing gets done about it and I've reported it in the past it's just overlooked and the workers who complain are transferred*



Were the incidents above reported, and if so to whom?

Theme Category	Frequency	Percentage %
Yes - to Management/Owner/HR/Supervisor	129	49
No, not reported	64	24
Reported to management, but nothing happened/ not actioned	38	15
Don't know / Unsure	18	7
Union	6	2
Police	5	2
MBIE/Govt. Agency	3	1
Total	100	100

TABLE 60: REPORTING BULLYING

Indicative quotes on reporting incidents

- *I did complete online but No Action taken by Restaurant Brands and still My boss bullied about me and judging - I did tell my manager but a report wasn't properly made*
- *Ignored and moved on*
- *No as the owner was the harasser in all cases - No, it was the owner who was doing the abusing and did not see what he was doing wrong after many conversations.*
- *No I left - Nope, can't trust that it will do anything and most people are too scared to approach it*



SECTION E: CROSS-TABULATIONS OF ABUSE/BULLYING BY SECTORS

Type of business you work in Vrs you personally experienced bullying or harassment in the workplace in the last 24 months

	Yes Number	Yes Percentage	No Number	No Percentage	Other Number	Other Percentage
Adventure and Outdoor	4	19%	17	81%	0	0%
Air Transport	19	30%	41	65%	3	5%
Attractions, Conferences and Events	10	31%	22	69%	0	0%
Culture and Heritage	1	14%	5	72%	1	14%
Holiday Park, Motels and Other Accommodations	5	22%	18	78%	0	0%
Hotels and Lodges	38	20%	141	74%	11	6%
Land Transport	2		6		0	0%
Regional Tourism Organisations	5		15		0	0%
Tour Services and Services to Tourism	4		19		0	0%
Water Transport and Cruise	1		4		0	0%
Cafes	14	27%	36	69%	2	6%
Restaurants	25	27%	69	73%	0	0%
Bars/Nightclubs	15	35%	28	65%	0	0%
Quick-services Restaurants/Fast-food Takeaways	21	33%	37	59%	5	8%
Commercial catering	3		9		1	3%
Chartered Clubs	1		3		1	3%
Other	15		88		6	4%
Travel Operations	1		18		1	1%
Total	184		576		31	

TABLE 61: CROSS TABULATIONS OF ABUSE AND BULLYING IN THE SECTOR

Table 61 show a cross-tabulation of abuse and bullying by sector. While the percentage of 'yes' answers are concerning, it is notable that certain sectors score 30% or higher; air transport (30%), attractions, conferences and events (31%), bars and nightclubs (35%) and quick service restaurants and fast food (33%).

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