



*Presbyterian Support*  
East Coast

# PSEC

**Environmental, Social and  
Governance (ESG) Report**

**2023**

# Contents

Foreword .....	3
Executive Summary .....	5
Our ESG Sustainability Journey 2020-2023 .....	6
Environmental impact .....	9
Social impact: Our Community .....	15
Social impact: Our Staff and Volunteers .....	21
Governance .....	27
Appendices .....	35

## About this report

**Welcome to Presbyterian Support East Coast’s first Environmental, Social and Governance (ESG) Report.**

This report records baseline data relating to our Environmental and Social impacts, and Governance issues pertinent to our success as an organisation.

The data we report is from the 2021-2022 financial year. We intend to provide a follow-up report every two years, allowing us to track progress and set targets for improvement.

Our approach to specifying material topics and reporting data has been guided by the Global Reporting Initiative (GRI) Standards for sustainability reporting. However, due to practical constraints we are not using the formal GRI reporting framework.

Assurance has not been obtained for this report. Data and statements have been internally reviewed.





**Stuart Signal**  
*PSEC Board Chair*

# Foreword



**Sanja Majstorović**  
*PSEC Chief Executive Officer*

## **Our Vision is “Communities reaching their potential.”**

PSEC sees social development and environmental sustainability as being interdependent. This is reflected in one of our key organisational values, Kaitiakitanga | Guardianship, which refers to the protection of both people and the environment. While PSEC’s core work focuses on helping people to thrive, we are also committed to limiting our negative impacts on the environment. Kaitiakitanga | Guardianship also refers to good stewardship of organisational resources and high standards of leadership. For PSEC to achieve our goals now and into the future, we require effective, ethical, and financially astute organisational governance.

The Board’s role is to provide leadership and proactive oversight of issues relating to Environmental, Social, and Governance (ESG) sustainability. We ensure that ESG considerations are integrated into strategic planning and reflected in organisational policies. The Board also ensures that resources are available to develop and support ESG sustainability within PSEC.

Environmental sustainability is a new focus for PSEC. We have always prided ourselves on our positive social impact and good governance. We will continue our efforts in the Social and Governance spaces, but we are now also acknowledging our increasing responsibilities towards Environmental sustainability. For us to operate holistically in terms of the impact we have on the world, we are including a focus on stewardship of our natural environment.

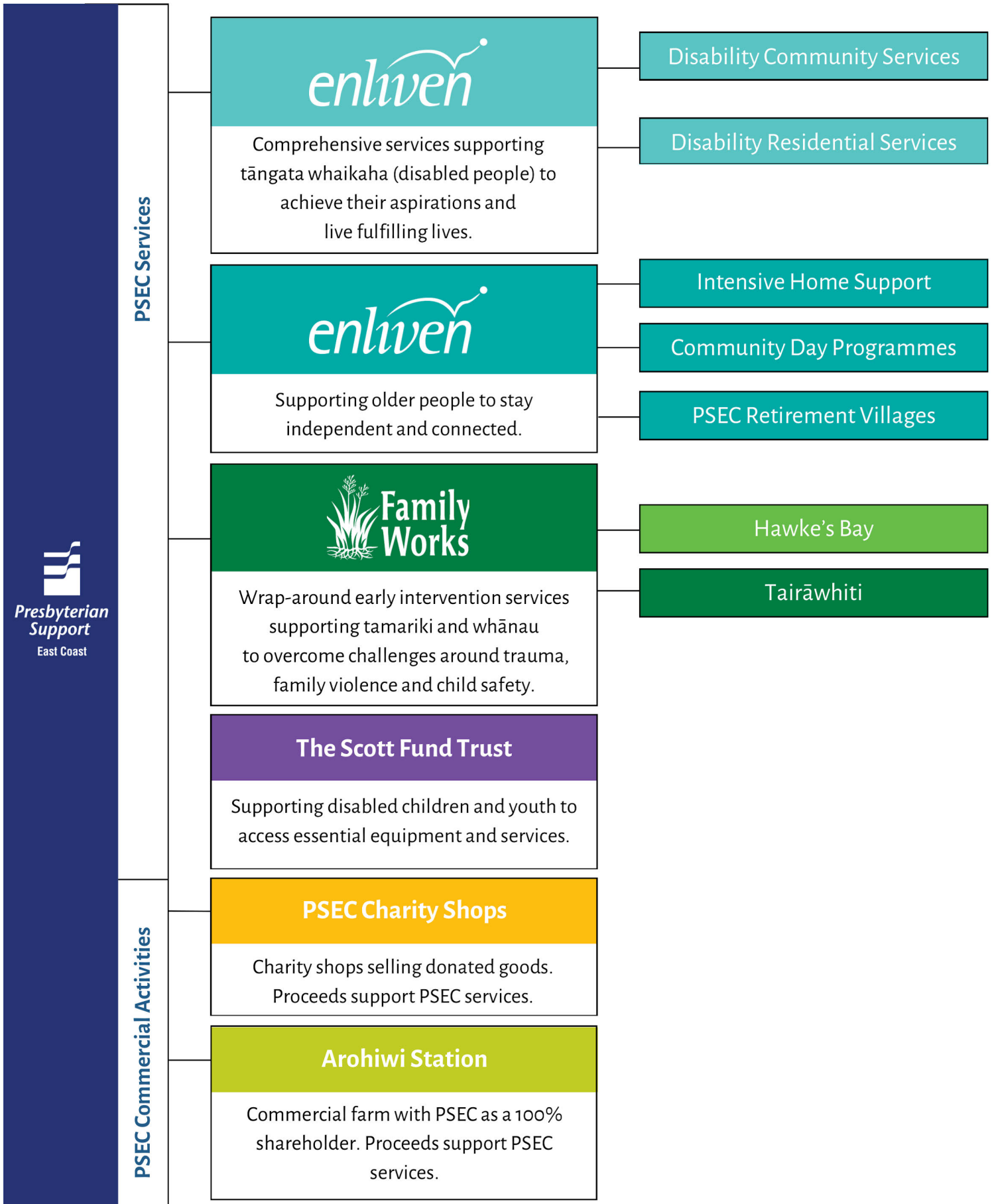
## **PSEC is taking the initiative and leading our sector in ESG reporting.**

Environmental, Social, and Governance reporting is standard practice in the corporate world. KPMG’s Survey of Sustainability Reporting 2022 found that 80% of the top 100 New Zealand organisations are reporting on their ESG performance. However, it is still quite rare for non-profit organisations to do this. PSEC is leading the field by proactively developing our capacity for ESG reporting. We believe that ESG reporting will encourage organisational excellence across multiple domains. It will keep us accountable to our stakeholders, and focused on our Mission: “Lead social change with courage and care”.

This report presents 2021-2022 data, and is designed to be read alongside the 2022 PSEC Annual Report. PSEC Annual Reports present key metrics on our social impact, as well as information on our organisational finances. Rather than repeating this information in full in our ESG report, we refer the reader to our 2022 Annual Report where appropriate.

Producing this report has been a learning process for PSEC. The ESG report presents more detailed information about PSEC, across a wider array of domains, than our Annual Reports do. We see this document as our first foray into the world of ESG reporting, and look forward to building on the foundation we have laid.

# PSEC Operations





# Executive Summary

PSEC took its first steps towards becoming a sustainability-oriented organisation in 2020. Since 2021 the Massey University Sustainability and Corporate Social Responsibility Research Group has guided PSEC's sustainability journey.

In 2022 we carried out a materiality assessment. We identified fifteen Environmental, Social, and Governance issues that matter most to our stakeholders.

We consulted the Global Reporting Initiative (GRI) Standards to identify key metrics for reporting on our material issues. This report presents 2021-2022 data as a baseline.

## Key environmental impacts

- PSEC's total estimated greenhouse gas (GHG) emissions were 5,093.5 tonnes CO<sub>2</sub>-e, comprising 244.7 tonnes CO<sub>2</sub>-e (4.8%) from our social service operations, and 4,848.8 tonnes CO<sub>2</sub>-e (95.2%) from agriculture at Arohiwi Station Farm.
- 6.5 tonnes of office waste were sent for recycling (83% paper and cardboard).
- PSEC Charity Shops supported the community to re-use second-hand goods.

## Key social impacts

- We supported 1,800+ people with vital social services.
- Each service used a Results Based Accountability (RBA) framework for reporting the quantity and quality of services delivered, as well as outcomes for clients. Key RBA metrics for each service were reported in our PSEC Annual Report.
- PSEC participated in collective advocacy on social issues through umbrella bodies that engage with policy makers on our behalf.
- We employed 220+ staff.
- Staff satisfaction survey: 89% of staff recommended PSEC as a great place to work.
- We provided volunteering opportunities for 150 people.

## Key Governance factors

- PSEC's Board is drawn from the local community and includes three representatives from the Presbytery.
- As at 30 June 2022, the ratio of women to men on the Board was 4:6, with two Māori Board members.
- PSEC is committed to Te Tiriti partnership. Our Māori Cultural Development Plan guided staff training and internal protocols to promote cultural competency.
- All social services complied with relevant regulations and sector standards.
- PSEC ended the 2021-2022 financial year in a stable and relatively strong financial position.
- PSEC's financial assets were invested with Mercer's 'Socially Responsible' funds.



# Our ESG Sustainability Journey

## 2020-2023

The Management and Board of Presbyterian Support East Coast agree that Environmental and Social sustainability, as well as organisational Governance, should be embedded in our strategic vision, policies, and practices. Since 2020 we have been on a journey towards this goal.

### Partnership with Massey University

In early 2021 we reached out to the Sustainability and Corporate Social Responsibility Research Group at Massey University. This group, led at the time by Prof Gabriel Eweje, kindly agreed to support our sustainability journey. Prof Eweje, Dr Aymen Sajjad, and Dr Kazunori Kobayashi provided pro bono advice and feedback, while graduate students Peiwen Chew and Tami Schiefelbein provided research insights and reporting tools as needed. PSEC is very grateful to our colleagues at Massey for their guidance and encouragement.





### Identifying our priorities

The first step on our sustainability journey was to identify PSEC's material topics pertaining to ESG issues. In 2021 we conducted a questionnaire-based survey of staff, volunteers, Board members and external stakeholders. This was followed by a series of interviews with staff, Board members, volunteers, clients, and external stakeholders. (The questionnaire survey was done by PSEC, while the interviews were conducted and analysed by the Massey team.)

Based on the views expressed by survey and interview participants, we identified issues that our internal and external stakeholders considered to be important for PSEC and for stakeholders' relationship with the organisation.

In early 2022 the PSEC Executive team considered these issues, and prioritised fifteen of these for the initial stages of our sustainability journey.

# PSEC Material Issues 2021-2022

Environmental	 <ul style="list-style-type: none"><li>Energy use and greenhouse gas (GHG) emissions</li><li>Waste and recycling</li><li>Employee engagement with environmental sustainability at work</li><li>Upstream supply chain</li></ul>
Social	<div><p>Community</p><ul style="list-style-type: none"><li>Services that create positive impacts in the community</li><li>Social advocacy</li><li>Volunteering opportunities</li></ul></div> <div><p>PSEC staff &amp; volunteers</p><ul style="list-style-type: none"><li>Staff attraction, retention, and development</li><li>Staff wellbeing, health and safety</li><li>Diversity, inclusion, and non-discrimination in the workplace</li></ul></div>
Governance	 <ul style="list-style-type: none"><li>Governance, leadership, and management within PSEC</li><li>Stewardship of financial resources</li><li>Integrity and high ethical standards</li><li>Privacy and confidentiality of client and staff information</li><li>Digital technology</li></ul>



## Integrating ESG into organisational strategy and policies

In 2022 the PSEC Board developed the PSEC Strategic Plan 2030 | Mahere Rautaki 2030. This plan explicitly refers to ESG sustainability, and defines the principles we will follow relating to sustainability. The overarching principles are:



### Environmental Sustainability

Deliver services as environmentally sustainably as we can.



### Social Sustainability

Make a positive difference in the lives of our clients, staff, and volunteers.



### Governance Sustainability

Ensure best-practice governance and stewardship within PSEC.

The Strategic Plan 2030 explains how each of these three principles translates into action. For example, PSEC will seek opportunities to reduce greenhouse gas emissions; ensure employee wellness, health and safety; and recruit a diverse, culturally competent Board.

In 2023 we adopted a Board Policy on ESG sustainability, which highlights the Board's role in embedding ESG in high level decision-making. We also introduced an Organisational Policy on Environmental Sustainability. (We already had several management policies dealing with social impacts and governance issues. This is our first management policy that specifically references Environmental sustainability.)

## Next steps

In 2023 we set out to gather baseline data on our fifteen priority issues / material topics, based on the 2021-2022 financial year. We will aim to report on the same metrics every **two years**, improving the accuracy and comprehensiveness of the data over time. Our next ESG Report will be based on 2023-2024 data.

Our key goal for 2023-2024 is to engage more staff with Environmental Sustainability and encourage workplace initiatives to reduce our environmental footprint.





# Environmental Impact

## Material topics

- Energy use and greenhouse gas emissions
- Waste and recycling
- Employee engagement with environmental sustainability at work
- Upstream supply chain

# Energy use and greenhouse gas (GHG) emissions

We include direct and indirect emissions in this report (Scope 1, 2 and 3 emissions), with some exclusions<sup>1</sup>.

**Scope 1** refers to GHG emissions that an organisation directly creates through, for example, owning petrol-powered vehicles or using gas-powered heating systems.

**Scope 2** refers to indirect emissions from the generation of purchased energy (such as electricity).

**Scope 3** includes all other emissions for which the organisation is indirectly responsible, across its value chain.

## Note on reporting agricultural emissions

PSEC owns Arohiwi Station Ltd, with proceeds from the farm helping to cover the cost of delivering our social services. (See Appendix A for more details.)

Although wholly owned by PSEC, Arohiwi Station is a separate legal entity with its own Board of Trustees. The PSEC Board and management do not make operational decisions regarding the farm's management.

PSEC will use the Operational Control approach to reporting GHG emissions, as defined by the [GHG Protocol](#). Since PSEC does not directly control farm operations or the emissions produced by the farm, we will report Arohiwi Station's agricultural emissions under our Scope 3 emissions, as per the [GHG Protocol Guidance for Equity Investments](#).

[Ministry for the Environment \(MfE\) guidance](#) states that LULUCF emissions (land use, land-use change and forestry emissions) should be reported separately from Scope 1, 2 and 3 emissions<sup>2</sup>. We do not include LULUCF emissions in this report.

---

### <sup>1</sup> Exclusions from emissions reporting

Scope 2:

- Working from home: PSEC does not record the number of days that employees work from home.

Scope 3:

- Water: Our water consumption and wastewater output is not metered at most of our sites, so we do not have water use data.
- Accommodation and Taxi travel: These are excluded due to practical issues with extracting this data from our accounting system. We will aim to include them in future reporting.

<sup>2</sup> MfE, "Measuring emissions: A guide for organisations: 2022 detailed guide", page 113



To calculate our GHG emissions we used the MfE interactive emissions calculations workbook, available online through the Ministry. See Appendix B for more details.

The breakdown of emissions by source is shown in Table 1 below. Chemical abbreviations are used to refer to key Greenhouse Gases:

- Carbon Dioxide is CO<sub>2</sub>
- Methane is CH<sub>4</sub>
- Nitrous Oxide is N<sub>2</sub>O

Methane and Nitrous Oxide are converted to **Carbon Dioxide equivalent (CO<sub>2</sub>-e)** values. These are added to the Carbon Dioxide value, to give the total metric tonnes of CO<sub>2</sub>-e.

PSEC's estimated  
total GHG emissions  
in 2021-2022 were  
**5,093.5 metric tonnes  
CO<sub>2</sub>-e.**

**Table 1: GHG emissions (Scope 1, 2 and 3)**

	<b>Emission Source</b>	CO <sub>2</sub> (tonnes CO <sub>2</sub> )	CH <sub>4</sub> (tonnes CO <sub>2</sub> -e)	N <sub>2</sub> O (tonnes CO <sub>2</sub> -e)	<b>Total tonnes CO<sub>2</sub>-e</b>	% of total
<b>Scope 1</b>	<b>Fuel</b> (petrol used in PSEC-owned vehicles + natural gas)	64.8	0.6	1.9	<b>67.3</b>	1.3%
<b>Scope 2</b>	<b>Purchased electricity</b>	57.7	1.4	0.1	<b>59.1</b>	1.2%
<b>Scope 3</b>	Work travel: staff-owned vehicles	89.2	1.1	3.0	93.3	1.8%
	Air travel	8.4	0.0	0.1	8.6	0.2%
	Waste to landfill	0.0	16.4	0.0	16.4	0.3%
	Agriculture (Arohiwi Station)	47.0	4,157.8	643.9	4,848.8	95.2%
	<b>Total Scope 3 emissions</b>	144.7	4,175.3	647.1	<b>4,967.1</b>	97.5%
<b>Total GHG emissions (tonnes CO<sub>2</sub> equivalent)</b>					<b>5,093.5</b>	

Agricultural emissions from Arohiwi Station totalled 4,848.8 tonnes of CO<sub>2</sub>-e (95.2% of our total emissions). See Appendix A for information about Arohiwi Station farm.

Emissions from PSEC's internal operations and service delivery totalled 244.7 tonnes of CO<sub>2</sub>-e (4.8% of our total emissions). The largest source of these emissions was petrol-fuelled vehicles (65.6% of non-farm emissions).

- PSEC owns a small fleet of cars for staff work travel. Our Enliven Disability Services own two vans for transporting clients. Our Charity Shops own a truck for transporting large items and bulk donations. PSEC-owned vehicles' petrol consumption falls under Scope 1.
- Our Enliven Older People Services Key Support Workers use their own cars to visit elderly people in their homes, covering considerable mileage per year. This is included in Scope 3.



## Waste and Recycling

PSEC aims to reduce the amount of waste we send to landfill, through recycling where possible.

### Waste to landfill

For emissions calculations (see Appendix B) we estimated the mass of waste based on the number of wheelie bins collected by our waste disposal contractors.

- Number of 240 litre bins: 854
- Number of 660 litre bins: 54

We estimated an average weight of 25kg per 240 litre bin and 75kg per 660 litre bin, based on a study of waste conducted in Hawke's Bay in 2019<sup>3</sup>.

### Recycling

In 2021-2022, four of our sites contracted with waste management services to collect recycling. At other sites staff collected office recycling and took it to the local municipal recycling station.

Across all our sites we also contracted with paper shredding companies to collect sensitive documents for secure disposal. We were able to obtain data from one of the three shredding services we used (covering two of our sites). This company sells the shredded paper to a recycling firm. The other two firms were under new management and did not have a record of our paper shredding for 2021-2022.

Reporting the weight of material collected is approximate, based on estimates from our contactors or on the number of bins collected.

Material	Weight	Percentage
Cardboard and paper (incl. shredded paper)	5,420 kg	83%
Mixed Tin and Plastic	730 kg	11%
Comingled (mixed cardboard, plastic, metal, and glass)	390 kg	6%
<b>Total</b>	<b>6,540 kg</b>	<b>100%</b>

<sup>3</sup> Waste Not Consulting (2019), Hawke's Bay Solid Waste Surveys.  
The survey of 240 litre bins found an average weight of 25.1kg per bin.

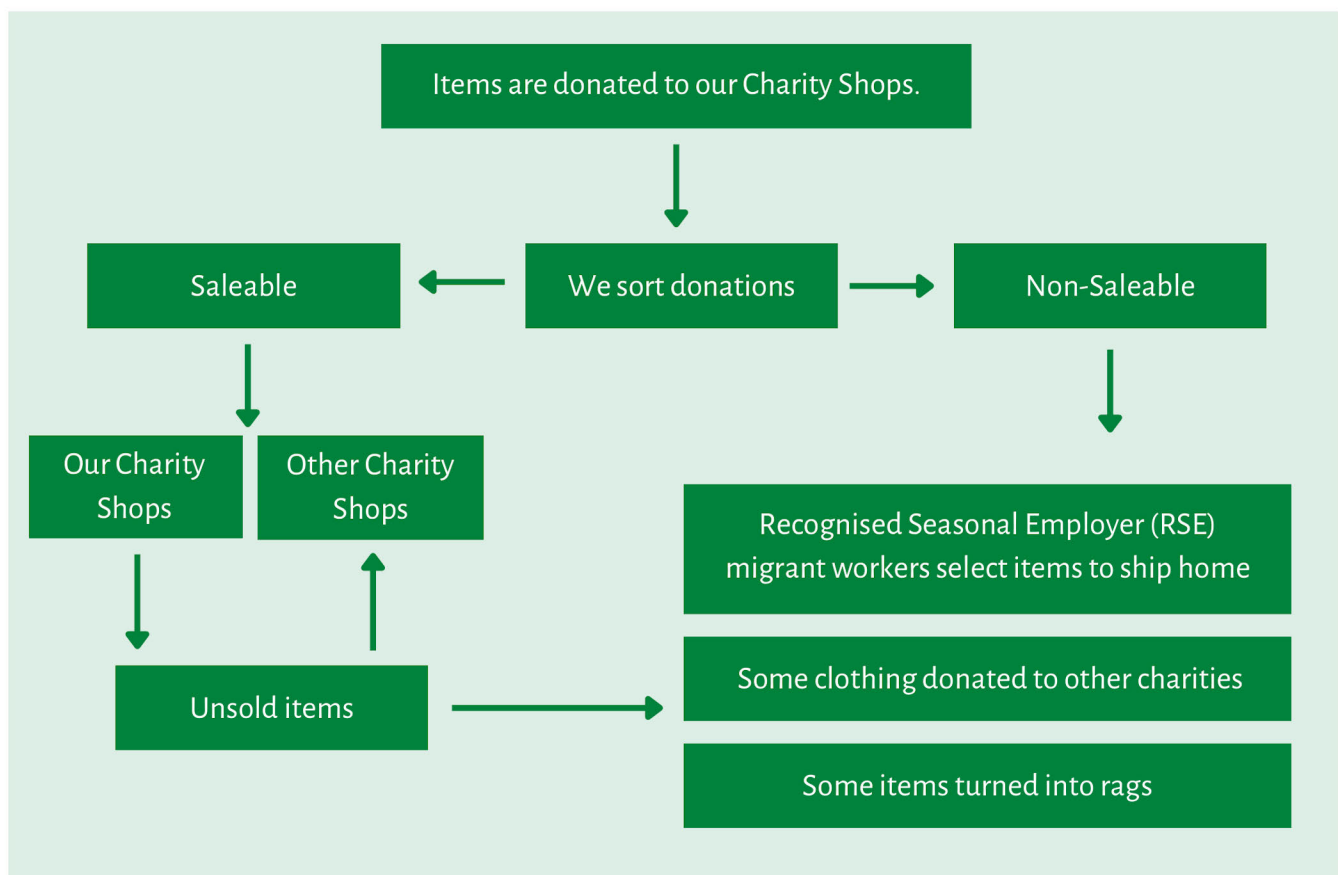
## Charity Shop recycling

In 2021-2022, PSEC operated three charity shops selling second-hand goods.

These shops help to keep used items out of landfill for longer, by encouraging re-use.



Destination of goods donated to PSEC Charity Shops





## Employee engagement with environmental sustainability

In 2021-2022 PSEC formally launched our ESG Sustainability journey. Staff participated in our survey and interviews about our sustainability priorities, and their feedback helped to shape our sustainability priorities. In late 2022 managers shared PSEC Strategic Plan 2030 with staff and discussed how the value of Kaitiakitanga | Guardianship relates to environmental sustainability.

The next step is for us to focus on staff involvement in environmental sustainability at PSEC. We will encourage staff to share ideas and participate in environmental initiatives in the workplace. Our goal is for each PSEC operational site to establish clearly defined environmentally-friendly practices that staff support and develop further over time.



## Upstream supply chain

Our upstream supply chain refers to the products and services we buy. Our goal is to engage with suppliers and contractors around environmental sustainability, and factor environmental sustainability into purchasing decisions where possible.

Being a non-profit organisation, our relationships with our suppliers are more complex than a typical business context. We rely on many businesses in the community to support our fundraising appeals throughout the year. Some suppliers are regular supporters giving in-kind or financial donations. Others are small local businesses that we want to support, but which do not yet do their own environmental reporting. We need to consider our individual relationships with our suppliers, and develop an approach to discussing their environmental credentials with each one.

We have deferred this issue to the 2023-2024 financial year.





## Social impact: Our community

### Material topics

- Services that create positive impacts in the community
- Social advocacy
- Volunteering opportunities

## Providing services that create positive impacts in the community

PSEC operates three distinct services addressing different community needs. These services are part of national brands owned by Presbyterian Support New Zealand.



**Enliven Disability Services** supports disabled people to achieve their aspirations and live fulfilling lives.



**Enliven Older People Services** supports older people in their homes and in the community, helping them to remain independent for longer.



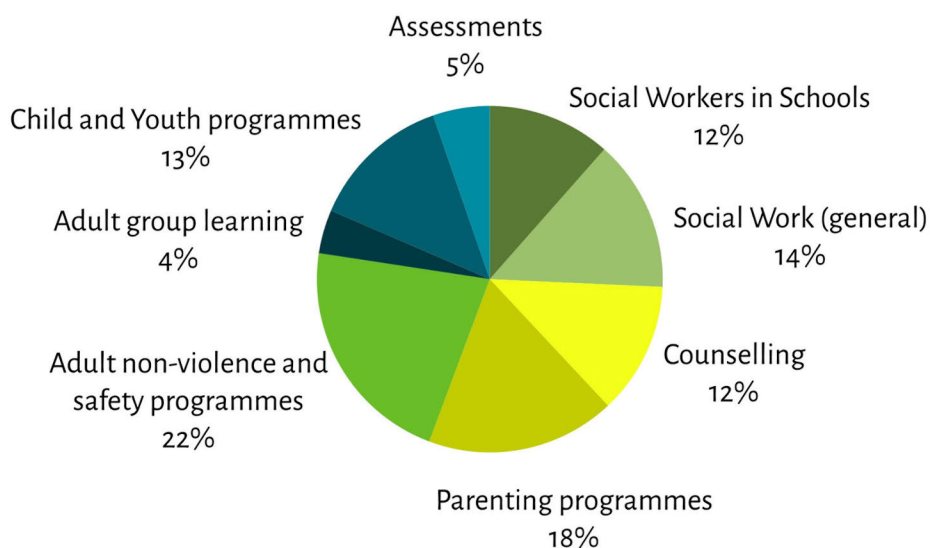
**Family Works** provides wrap-around services for tamariki and whānau to overcome challenges around tamariki safety, rangatahi development, family violence and parenting.

In 2021-2022 PSEC supported **over 1,800 people** across Hawke's Bay and Tairāwhiti.

### Family Works East Coast

1,298 people were supported (1,544 enrolments; a client may enrol in multiple services.)

**Family Works enrolments by type of service**





## Enliven Older People Services

- Enliven Intensive Home Support enabled 234 older people to remain in their own homes and in their community, as an alternative to residential aged care placement.
- Enliven Day Programmes supported 180 older people with social activities and exercise classes in the community, including 112 clients living with dementia.
- Sixty-one people lived in our two retirement villages (JH Mason Village and Sheilton Village).



## Enliven Disability Services

As at 30 June 2022:

- 22 flatters lived at Rowan in Taradale
- 4 flatters lived at Middle Road in Havelock North

Between 1 July 2021 and 30 June 2022:

- 72 people attended literacy, numeracy, digital skills and/or creative arts classes through the Mosaic Creative Space
- 7 young, high-needs disabled adults were supported to identify their goals and access support in the community through our individualised services

## The Scott Fund Trust

The Scott Fund Trust supports disabled people under the age of 21 years in our region with grants to purchase needed equipment or services. PSEC provides administrative support and financial services to the Trust, enabling it to fulfil its mandate. In 2021-2022 the Trust provided financial support to 50 disabled children and youth for educational or vocational assistance.

For more information on our service delivery and client outcomes, please see our latest [PSEC Annual Report](#). [PSEC's Magazine](#) contains more insights into how our services operate.

## How we monitor and report on service performance

Each of our services has a Monitoring and Evaluation framework to guide data collection and reporting. We use the Results Based Accountability (RBA) approach to report service delivery and client outcomes.

Service Managers provide service delivery data to their contract funders either monthly or quarterly. PSEC's Research and Development Manager produces annual summaries of key service data for each service.

**Client voice is important to us**, and across all services we create opportunities for clients to give us feedback. Service Managers use this information for service development.

Key indicators of service volume, service quality, and client outcomes are presented in our PSEC Annual Reports. From 2023 we will also produce an audited statement of non-financial service performance, in compliance with the External Reporting Board PBE FRS 48 Standard.





## Engaging in social advocacy

PSEC engages actively with Government agencies about social issues and community services. We do this mainly through collective advocacy, via membership in umbrella bodies that engage with policy makers on our behalf.

In 2021-2022 PSEC was a member of the following bodies:

- Presbyterian Support NZ (PSNZ)
- New Zealand Council of Christian Social Services (NZCCSS)
- Social Service Providers Aotearoa (SSPA)
- New Zealand Disability Support Network (NZDSN)
- Home & Community Health Association (HCHA)
- ComVoices
- Hawke's Bay Chamber of Commerce
- Business Central

Our services also participate directly in advocacy and awareness-raising activities.



**Enliven Disability Services** advocates on issues concerning disabled people in our community.



**Enliven Older People Services** work with other older people services to advocate for social inclusion, falls reduction, carer respite, and connection in the community.



**Family Works** advocates for child safety and wellness, and whānau-led solutions.

### Examples of advocacy actions in 2021-2022:

- PSEC participated in the Central Region Frailty Forum, giving input into the development of a regional model of care for older people.
- Enliven Disability Services and Humanly consultants made a joint submission on the proposed 2023 NZ Disability Survey.
- Enliven Older People services supported Positive Ageing Napier to coordinate activities for International Day of Older people and advocate for improved transport options.
- Enliven Intensive Home Support worked to improve systems for medication management in the community. We worked with pharmacies and general practices to improve communication and accuracy of medication.
- The Tauawhi Men's Centre team continued to advocate for improvements in the justice and corrections processes, and for the development of a respite house for men so that wāhine and tamariki at risk of violence do not need to leave the house to be safe.

## Providing volunteering opportunities

As at 30 June 2022, 150 people were registered with PSEC as volunteers:

**137 volunteers with Charity Shops**

**6 volunteers with our services**

**7 volunteers with events and other activities**

- Between 1 July 2021 and 30 June 2022, our volunteers worked a total of 12,735 hours in support of PSEC.
- 90% of our volunteers were retirees.
- Due to Covid-19 disruptions we did not conduct a volunteer satisfaction survey in 2021-2022. However, we know that our retired volunteers find their roles with PSEC provide a valuable way to stay connected and active within the community.
- Some of our volunteers are new immigrants. Volunteering helps them to meet local people and integrate into the community.
- We also provide the opportunity for local students to gain their Retail Certificate Level 2 by gaining practical experience hours in our Charity Shops.







## Social impact: Our staff and volunteers

### Material topics

- Staff attraction, retention, and development
- Staff wellbeing, health, and safety
- Diversity, inclusion, and non-discrimination in the workplace



## Staff attraction, retention, and development

### Our people (on 30 June 2022):

#### 226 employees

(207 in Hawke's Bay, 19 in Tairāwhiti)

#### 88% of staff were permanent,

4% temporary, 8% casual

70% worked part-time (less than 75 hours per fortnight) or worked casual hours;  
30% full time



### Staff turnover

- Between 1 July 2021 and 30 June 2022, PSEC employed 232 people.
- 104 staff resigned (45% of the total)
- 92 staff were hired (40% of the total)

### Context of recruitment and retention of staff, 2021-2022

Like many organisations in the social services sector, PSEC has faced challenges with staffing in recent years. In 2021-2022 we continued to navigate pay disparities and workforce shortages.

### Pay parity

For nurses and social workers in Aotearoa New Zealand there has been a significant pay gap affecting the community services sector. Between 2018 and 2021, government agreed to pay equity settlements to improve the remuneration of nurses and social workers employed directly by government. However, these increases did not extend to staff working for community organisations (even when the staff are employed to fulfil government contracts for services). In 2021-2022 there was significant pay disparity between public sector jobs and community sector jobs in social work; while nurses' pay was still being contested. This reduced PSEC's ability to attract and retain nurses and social workers.

### Workforce shortages

In 2021-2022 demand for support workers in the older people's and disability sectors continued to exceed supply. There was a shortage of skilled workers across all job categories in the sector. This was partly the legacy of the COVID-19 border closures and net outward migration experienced by Aotearoa New Zealand in this period.



## Actions we took in 2021-2022 to attract and retain staff

We:

- updated recruitment advertising, featuring employees and volunteers describing what it is like to work at PSEC;
- focused on creating a positive induction experience for new staff, as well as a positive exit experience for staff who leave;
- used our Māori Cultural Development Framework to develop PSEC as a bicultural organisation;
- developed a more flexible approach to working from home, depending on the role;
- improved how we roster key support staff in our Enliven Intensive Home Support service, so that work rosters better fit with people's lives;
- recognised and acknowledged staff by giving staff a wellness day, and increasing the Christmas voucher amount. Staff responded very positively to these gestures of appreciation.

## Wages

- PSEC's Employee Remuneration Policy sets out the guidelines for determining staff wages.
- PSEC undertakes a biennial benchmarking process against the market for organisations of a similar nature and turnover relevant to PSEC, refined for specific positions. Benchmarking was undertaken in 2021 using the MHR Global salary survey.
- Every other year staff salaries are reviewed internally based in PSEC Board policy, considering the overall general market wage movements, individual staff performance, relevant Government laws and Judicial decisions, and affordability to PSEC. CPI is considered but not directly aligned to wage movements.
- 46% of PSEC staff were covered by a collective wage agreement on 30 June 2022.

## Staff benefits

### As per NZ legislation

- Sick leave: 10 days paid leave
- Annual leave: 4 weeks paid leave
- Maternity & Paternity leave: Time off with positions held open up to 12 months (unpaid). Staff receive up to 6 months of government maternity / paternity benefit)
- Bereavement Leave: 3 days paid leave. PSEC can extend this to 5 days dependent on association and travel requirements.
- Employer contribution to Kiwisaver: 3%

### Additional benefits

- Wellness Day: 1 day paid leave
- Covid-19 Leave: unlimited in 2021-2022
- Discretionary leave in certain circumstances, such as serious illness
- Christmas voucher \$200
- Service awards : 10 years \$100, 15 years \$200, 20 years \$400 (voucher or gift)
- Employee Assistance Programme (EAP)

## Staff training and development

- Service Managers produce formal Training Plans for their staff annually, with oversight from the PSEC HR Manager. These plans comprise standard organisational compliance training as well as service-specific training.
- All staff receive induction training on core organisational compliance issues, including consumer rights, complaint management, informed consent, abuse awareness, advocacy, privacy, health and safety, and cultural awareness (Tiriti o Waitangi | Treaty of Waitangi).
- Opportunity for individual professional development is included in the staff annual performance, planning, and review process.
- Management Coaching is available for new managers and for specific projects or as needs require.
- Senior Team members receive ongoing professional development and are supported to attend major national conferences relevant to their work. Further investment into our Senior Team is a key component of the PSEC workforce development plan.
- PSEC's Māori Cultural Advisor offers training on Te Tiriti o Waitangi to all staff. Services also conduct cultural training to develop staff understanding of Māori cultural values and beliefs, and encourage bicultural practice within the workplace.



### Staff training at Enliven Older People and Enliven Disability Services

We partner with Careerforce to run a comprehensive accredited training programme. Support Workers complete various levels of the Health and Wellbeing Certificate, up to a recognised NZQA Level 4 qualification.

On 30 June 2022, **84%** of our Support Workers had a Level 3 qualification or higher.

## Staff satisfaction

PSEC's HR Manager runs a Staff Satisfaction survey (with anonymous responses) every two years. The 2021 survey ran from September to October 2021 and had a 55% response rate. The results highlighted a high level of staff satisfaction.

- 96% of staff said they talk positively to friends and family about PSEC.
- 79% agreed that staff opinions are listened to by PSEC.
- 89% feel PSEC contributes positively to the health and wellbeing of staff.

**89%** of staff considered PSEC to be a great place to work.





## Staff wellbeing, health, and safety

PSEC places a high priority on staff wellbeing.

- PSEC has extensive policies and processes relating to occupational health and safety, including hazard inspections and identification, risk assessment, and incident investigation. There were no serious incidents or accidents in the reporting period.
- Each service has a Health and Safety Committee, and all staff receive Health and Safety training. There is a Health and Safety component in all staff job descriptions.
- Services provide monthly Health and Safety reporting to the PSEC Board, and conduct annual internal Health and Safety audits.
- PSEC proactively monitors and manages employee leave, to ensure both managers and staff are taking regular breaks during the year.
- In the case of serious health events where staff run out of sick leave, discretionary leave is considered on an individual basis.
- Staff absence due to Covid-19 and other illness increased during 2021. All services adhered to a strict policy around staff staying at home if they were unwell. Additional unlimited Covid-19 leave was paid over and above sick leave, so that staff did not have to use their sick leave entitlement when taking absence due to Covid-19.
- Annual flu vaccinations are provided on site for any staff who want to be vaccinated. In 2021-2022 we also offered Covid-19 vaccinations on site.
- PSEC supports staff wellbeing through family-friendly policies such as flexible working hours.
- An Employee Assistance Programme (EAP) provided by Vitae Ltd gives all staff free access to counselling and support.
- Each service is allocated a budget for supporting staff wellness through group or individual activities. Staff members also receive an additional Wellness Day of paid leave per year, to take at their discretion.

## Diversity, inclusion, and non-discrimination in the workplace

PSEC has a formal Equality, Diversity and Inclusion Policy. We strive to celebrate diversity in our workforce and to create an inclusive workplace culture. As an equal employment opportunity employer PSEC is committed to promoting equal opportunities for its employees. We apply this through our employment, performance management and recruitment policies and practices. The principles of equal opportunity, diversity and inclusion are integrated into the strategic and business planning process of all PSEC activities.

### On 30 June 2022:

- 87% of staff were female
- 57% of staff were over 50 (31% 30-50; 12% under 30)
- 70% of staff were European; 18% Māori; 6% Indian; 3% Pacific peoples; 3% other ethnicities
- Among the nine Executives and Managers on the PSEC Senior Team, the ratio of women to men was 5:4. Two Senior Team members were Māori.



Pictured above is the Huranga toi | Artwork unveiling at PSEC's Head Office, Manga Puke | Hillsbrook. The artist is Darryl Leigh Thompson who was born in Maraenui, Napier. Read more on our website.





# Governance

## Material topics

- Governance, leadership, and management within PSEC
- Stewardship of financial resources
- Integrity and high ethical standards
- Privacy and confidentiality of client and staff information
- Digital technology





## Governance, leadership, and management within PSEC

### PSEC Board

PSEC's Board of Trustees comprises ten people from the Hawke's Bay and Tairāwhiti regions. Three Board Members are appointed by the Presbytery. For other Board Member vacancies, candidates are recruited from the community or identified by current PSEC Members. Prospective Board Members are vetted and interviewed before being elected at the annual PSEC AGM. One PSEC Board Member also sits on the Board of Arohiwi Station Ltd (of which PSEC is the sole shareholder.)

### Diversity and representation

As at 30 June 2022:

- The ratio of women to men on the PSEC Board was 4:6
- The Board had two Māori members.

### Board Charter

PSEC's Board Charter defines the goals of PSEC, and sets rules for Board Governance processes and the relationship between the Board and PSEC Management.

### Board remuneration

PSEC's Board Remuneration Policy states that Board members are remunerated according to reasonable market rates, which we determine based on independent advice sought every three years. The rate is approved annually by PSEC members at the AGM.

Individual remuneration is apportioned according to Board member responsibilities:

- Chairperson – 3 times the rate of a Board Member
- Deputy Chairperson – 1 ½ time the rate of a Board Member
- Committee Chairperson - 1 ½ time the rate of a Board Member



## Te Tiriti o Waitangi | The Treaty of Waitangi

PSEC recognises that it has a commitment to partnership with Māori consistent with Te Tiriti o Waitangi | The Treaty of Waitangi and PSEC's stated objectives.

Presbyterian Support East Coast is committed to deepening our understanding, across the organisation, of Te Ao Māori (the Māori worldview). Māori have the right to choose our services, and we are committed to responding to their needs with high quality services that respect and support Māori culture.

PSEC is open to partnerships with local Iwi and Māori providers to address the needs of Māori. We aim to build collaborative working relationships with Māori organisations, services and community groups, based on Māori tikanga (protocols), respect, trust, and understanding.

PSEC employs Māori Cultural Advisors to build the cultural competence of staff, volunteers and the PSEC Board. Our Poutohutohu Ahurea (Senior Cultural Advisor) works across all our services. Family Works Tairāwhiti has a Kaitohutohu Ahurea (Cultural Advisor) to provide dedicated support to that team in Gisborne, due to their geographical distance from our other services. PSEC provides training opportunities, and encourages all staff and volunteers to participate in these in order to develop cultural awareness, cultural safety, and competency to practice within our communities.





## Māori Cultural Development Plan

In April 2017 Presbyterian Support New Zealand developed Te Pātikitiki o Kotahitanga – The raranga (plait) of collaborative unity (Presbyterian Support New Zealand National Engagement with Tāngata Whenua Policy). PSEC then developed a Māori Cultural Development Plan to align internal procedures with the national policy and build organisational cultural capability.

PSEC's Māori Cultural Development Plan was rolled out in 2020. The plan provides clear guidance and goals for all teams across PSEC. All business units are expected to:

- develop staff cultural competency, in order to enhance our service to clients;
- integrate tikanga Māori into workplace culture and practice;
- build meaningful relationships with Māori partners and stakeholders.



The implementation of our internal Māori Cultural Development Plan has been uneven across the organisation. Business units vary significantly in their proportion of Māori staff, and the number of Māori clients who come to the service. The services/units with the highest number of Māori staff and Māori clients – Family Works Tairāwhiti, followed by Family Works Hawke's Bay – have gone furthest in developing staff cultural competency and embedding tikanga Māori into the workplace. However, all services ensure they are compliant with the Te Tiriti-based requirements of their relevant sector standards. Family Works operates according to Te Toka Tumoana (Indigenous & bicultural principles framework for working with Māori: Oranga Tamariki 2018). Enliven Older People Services and Enliven Disability Services comply with the Ngā Paerewa Health and Disability Services Standard NZS 8134:2021.

Our biggest success to date has been establishing the practice of mihi whakatau (welcoming ceremony) across the organisation. By 2022 all new staff were being welcomed by their new PSEC Manager and immediate colleagues through a whakatau that incorporates karakia, waiata, whakawhanaungatanga and kai. Feedback from new staff has been very positive, with people of all cultural backgrounds appreciating the mana-enhancing, collegial welcome.

Areas for development now include increasing our recruitment and retention of Māori staff; developing further training for the PSEC Board; and developing a clear pathway for business units to progress their cultural competency. The Māori Cultural Development Plan will be reviewed in 2023.



## Stewardship of financial resources

PSEC's Finance Policy sets out the authority that the PSEC Board has in financial decisions, and specifies the authority the Board delegates to the CEO.

Our financial statements are externally audited every year, in compliance with the Charities Act (2005). We report audited revenues, expenses, and assets in our Annual Report. The [PSEC Annual Report 2021-2022](#) is available via the PSEC website.

Despite Covid-19 disruptions and changes to government contracts that created financial challenges for many charities across Aotearoa New Zealand, PSEC ended the 2021-2022 financial year in a stable and relatively strong financial position. We were also able to make a further investment into the Arohiwi Station farming business as a long-term income generating venture that will support our services into the future.

### Ethical fundraising

- PSEC complies with the Fundraising Institute of New Zealand Code of Ethics and the International Statement of Ethical Principles of Fundraising. These cover honesty, respect, integrity, empathy, and transparency of professional conduct, the accuracy of promotional communications, and the management of complaints.
- PSEC fundraising complies with the Privacy Act 2020.
- Fundraising income is applied to the services for which it is intended. All bequests are used according to the wishes of the donors.
- PSEC's fundraising policy allows for up to 50% of our grant income to be sourced from legal gambling community trusts. Funds sourced under this policy are used in projects that have a direct community benefit.
- PSEC's Fundraising, Communications and Marketing department follows clear policies around security of donor information.

### Ethical investments

PSEC has an investment portfolio with Mercer NZ Ltd. The portfolio is managed via a Statement of Investment Policy and Objectives (SIPO) (updated in July 2021.). Among other principles, the SIPO states that:

*The Board has a commitment to invest responsibly, and the ethical values of the Presbyterian Church are an important consideration when making investment decisions.*

*As long term investors, the Board recognises that Environmental, Social and Governance (ESG) issues are important when assessing risk and return for a potential investment.*

In 2021-2022 the portfolio was evenly split between the Mercer Socially Responsible Balanced Fund and Socially Responsible Growth Fund.

# Integrity and high ethical standards

## Legal compliance

PSEC is registered with Te Rātā Atawhai | The Charities Registration Board of New Zealand.

PSEC operates in full compliance with all New Zealand laws and regulations, including but not limited to the following legislation:

- Bill of Rights Act 1990 and Amendment Act 2022
- Charities Act 2005
- Employment Relations Act 2000
- Health and Disability Services (Safety) Act 2001
- Health and Safety at Work Act 2015
- Human Rights Act 1993
- Privacy Act 2020
- Retirement Villages Act 2003





## Enliven Older People Services and Enliven Disability Services

As stipulated by the Health and Disability Services (Safety) Act 2001, we comply with the standards / requirements below.

Until 28 February 2022 these services were governed by the Home and Community Support Sector Standard NZS 8158:2012. From 28 February 2022 this was replaced by Ngā Paerewa Health and Disability Services Standard NZS 8134:2021.

The Standard describes best practice for health and disability services and sets out the rights of service users. It ensures that service providers know their responsibilities for safe outcomes, covering requirements around organisational governance, service management, quality and risk, and the workforce.



We are audited regularly for compliance with the Standard. We were audited in July 2022 for the previous year, and met all standards fully. Enliven Disability Services was certified by the NZ Ministry of Health in October 2021 to provide residential disability services for the next three years.



### Family Works

The Family Works service maintains Social Services accreditation with the Ministry for Social Development.

All our Social Workers are registered with the Social Worker Registration Board of New Zealand and hold current, valid practicing certificates.

## Ethics

Ethical practice is managed as part of PSEC's Governance, via the PSEC Ethics Policy. This policy states that "Ethical practice is about ensuring that regardless of where and how people interact with PSEC they will be treated in the same way – with integrity, honesty and respect."

The Policy specifies our commitments to ethical practices. This includes the specific requirement that Managers ensure there is a safe process for people to raise concerns about unethical behaviour. Staff and clients are able to report concerns through several channels, and all such reports will be fully investigated.

PSEC also has a Policy dealing with Conflicts of Interest.

## Privacy and confidentiality of client and staff information

PSEC is committed to safeguarding all personal information entrusted to us. All information relating to clients gathered by PSEC is collected, maintained, stored and disposed of in accordance with the Privacy Act 2020 and the Health Information Privacy Code 2020.

PSEC has a detailed Clients' Privacy of Information Policy. Key points in this Policy include:

- Personal information will only be collected for the purposes of providing services to PSEC clients.
- For purposes required for assessment, sensitive information will only be gathered by clinical staff.
- All clients (or their nominated representative) are able to request access to information held on them by the service. Only the Service Manager may provide access to notes.
- All paper-based data is securely stored, and online data is password-protected.
- Client data is kept for 10 years after the client exits our service, after which the data is destroyed in a way that ensures privacy of information.

Under the Privacy Act 2020, if a privacy breach has either caused, or is likely to cause, anyone serious harm, the Privacy Commissioner and any affected people must be notified.

In 2021-2022 we had no reportable breaches of privacy.



## Digital technology

In 2021-2022:

- We continued to contract information technology consultancy Tribe to manage our IT systems and provide IT support to staff.
- We decided to move our digital information and systems from servers to the Cloud.
- The PSEC Board approved funding for greater investment in information technology management and cybersecurity. (This decision was actioned in 2023.)



# Appendix A: Arohiwi Station

Arohiwi Station Ltd comprises 1,472 hectares (including 75.5ha of leased land) in the Puketitiri Valley. About half of this land was gifted to PSEC between 1978 and 1991 by the Holt family, with the rest being purchased by PSEC. In 2013 Arohiwi Station Ltd was formed, purchasing all Arohiwi Station's assets from Presbyterian Support East Coast (PSEC). PSEC at that point became and remains the sole shareholder of Arohiwi Station Ltd. In 2022 the adjacent, smaller farm Paige Hill was purchased by Arohiwi Station Ltd, bringing the total area of Arohiwi Station to its current 1,472 hectares. The proceeds of the farm are used to support PSEC's social service delivery.

Arohiwi Station primarily raises sheep and cattle. As at 30 June 2022, total stock on hand was 8,703 sheep and 869 cattle.

The farm conducts forestry activities on 57.7ha of its land, with the intention to expand forestry in future for carbon farming. The farm also includes 120.5ha of native bush which is not used for farming.

## Environmental Management Plan

In 2020 a whole-farm Management Plan was developed for Arohiwi Station by independent consultants LandVision Ltd. By March 2021 the Farm Manager and Board of Trustees had established a five-year work plan for enacting the recommendations in the Plan. During the 2021-2022 financial year, Arohiwi Station invested \$186,960 into environmental enhancement objectives including native tree planting, fencing, and water system upgrades to support environmental protection.



# Appendix B: Greenhouse Gas Emissions Calculations

The tables below are based on the NZ Ministry for the Environment (MfE) “[Measuring Emissions Guidance 2022](#)” interactive Excel workbook.

For each source of emissions reported, three types of Greenhouse Gas are considered:

**Carbon Dioxide (CO<sub>2</sub>), Methane (CH<sub>4</sub>), and Nitrous Oxide (N<sub>2</sub>O).**

CH<sub>4</sub> and N<sub>2</sub>O are converted into CO<sub>2</sub>-equivalent values using Emissions Factors, so that emissions are expressed in a common unit.

Emissions of each type of gas are calculated by multiplying the Input value (provided by PSEC) with the relevant Emissions Factor (provided by MfE).

Input x Emission Factor = kilograms of CO<sub>2</sub>-equivalent Greenhouse Gas

CO<sub>2</sub> + CH<sub>4</sub> (kg CO<sub>2</sub>-e) + N<sub>2</sub>O (kg CO<sub>2</sub>-e) = Total kg CO<sub>2</sub>-e Emissions

**Table 1: Scope 1**

Emission source		Unit	Input	CO <sub>2</sub> kg Emissions	CH <sub>4</sub> (kg CO <sub>2</sub> -e) Emissions	N <sub>2</sub> O (kg CO <sub>2</sub> -e) Emissions	Total kg CO <sub>2</sub> -e Emissions	CO <sub>2</sub> Emissions factors	CH <sub>4</sub> (kg CO <sub>2</sub> -e) Emissions factors	N <sub>2</sub> O (kg CO <sub>2</sub> -e) Emissions factors
Stationary combustion	Natural Gas	kWh	734.0	142.6	0.3	0.1	142.9	0.194	0.0004	0.0001
	Regular Petrol	litres	17,313.5	40,661.7	477.3	1,379.2	42,518.1	2.349	0.028	0.080
	Premium Petrol	litres	3,878.2	9,186.9	107.5	310.8	9,605.2	2.369	0.028	0.080
	Diesel	litres	5,576.8	14,768.3	19.7	235.3	15,023.3	2.648	0.004	0.042
Total Scope 1 emissions				64,759.4	604.8	1,925.3	67,289.5			

**Table 2: Scope 2**

Emission source		Unit	Input	CO <sub>2</sub> kg Emissions	CH <sub>4</sub> (kg CO <sub>2</sub> -e) Emissions	N <sub>2</sub> O (kg CO <sub>2</sub> -e) Emissions	Total kg CO <sub>2</sub> -e Emissions	CO <sub>2</sub> Emissions factors	CH <sub>4</sub> (kg CO <sub>2</sub> -e) Emissions factors	N <sub>2</sub> O (kg CO <sub>2</sub> -e) Emissions factors
Electricity use	All PSEC sites	kWh	492,446.0	57,652.7	1,369.4	113.9	59,136.0	0.117	0.003	0.0002
Total Scope 2 emissions				57,652.7	1,369.4	113.9	59,136.0			



**Table 3: Scope 3 - PSEC**

Emission source		Unit	Input	CO <sub>2</sub> kg Emissions	CH <sub>4</sub> (kg CO <sub>2</sub> -e) Emissions	N <sub>2</sub> O (kg CO <sub>2</sub> -e) Emissions	Total kg CO <sub>2</sub> -e Emissions	CO <sub>2</sub> Emissions factors	CH <sub>4</sub> (kg CO <sub>2</sub> -e) Emissions factors	N <sub>2</sub> O (kg CO <sub>2</sub> -e) Emissions factors
Private vehicles	Petrol	km	352,563.1	89,222.2	1,050.4	3,035.5	93,308.2	0.253	0.003	0.009
Domestic flights	Average aircraft	km	28,077.0	8,433.7	31.2	123.6	8,588.6	0.300	0.001	0.004
Waste to landfill	General waste	kg	25,400.0	0.0	16,425.8	0.0	16,425.8	0	0.647	0
<b>Total Scope 3 emissions from PSEC operations</b>				<b>97,655.9</b>	<b>17,507.5</b>	<b>3,159.1</b>	<b>118,322.5</b>			

**Table 4: Scope 3 - Arohiwi Station**

Emission source		Unit	Input	CO <sub>2</sub> kg Emissions	CH <sub>4</sub> (kg CO <sub>2</sub> -e) Emissions	N <sub>2</sub> O (kg CO <sub>2</sub> -e) Emissions	Total kg CO <sub>2</sub> -e Emissions	CO <sub>2</sub> Emissions factors	CH <sub>4</sub> (kg CO <sub>2</sub> -e) Emissions factors	N <sub>2</sub> O (kg CO <sub>2</sub> -e) Emissions factors
Enteric fermentation	Non-dairy cattle	animals	846	0	1,302,840.0	0	1,302,840.0	0	1,540.000	0
	Sheep	animals	8,823	0	2,805,714.0	0	2,805,714.0	0	318.000	0
Manure management	Non-dairy cattle	animals	846	0	18,019.8	0	18,104.4	0	21.300	0
	Sheep	animals	8,823	0	30,880.5	0	31,145.2	0	3.500	0
Fertiliser use	Urea nitrogen fertiliser not coated with urease inhibitor	kg	4,880.0	7,759.2	0	16,982.4	24,741.6	1.590	0	3.480
	Urea nitrogen fertiliser coated with urease inhibitor	kg	24,708.0	39,285.7	0	80,795.2	120,080.9	1.590	0	3.270
Agricultural soils (livestock)	Non-dairy cattle	animals	846	0	0	225,882.0	225,882.0	0	0	267.000
	Sheep	animals	8,823	0	0	320,274.9	320,274.9	0	0	36.300
<b>Total Scope 3* agricultural emissions</b>				<b>47,044.9</b>	<b>4,157,454.3</b>	<b>643,934.5</b>	<b>4,848,783.0</b>			

\*Excludes Land Use, Land Use Change & Forestry – LULUCF



*Presbyterian Support*  
East Coast

**PSEC**

**Environmental, Social and  
Governance (ESG) Report 2023**