

RELEASED OCTOBER 2019, FOR REPORTING PERIOD  
1 APRIL 2018 – 31 MARCH 2019



# Diversity Report 2019

Results and analysis on the measurement  
of gender and ethnicity at leadership tiers  
in New Zealand businesses





## INTRODUCTION

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# Introduction

Holding ourselves accountable for change is the foundation of the work we do as Champions.

Collectively, Champions for Change is a group of more than 50 CEOs and Chairs committed to promoting diversity in leadership, for a prosperous and equitable Aotearoa New Zealand.

One of our major commitments is to measure progress towards our goal of achieving gender balanced and ethnically diverse workplaces. Why? Because an evidence-based approach will allow us to fully understand who our employees are, where the talent pipeline needs attention, and where the glass ceiling persists.

To measure gender and ethnic diversity across our organisations we developed the Diversity Reporting Framework. The framework provides a set of guidelines for surveying employees and presenting results in a cohesive manner - one that can apply equally to listed and non-listed organisations, partnerships, and public sector organisations. This approach goes beyond what is currently required of different types of organisations, for example, under NZX listing rules or under public sector requirements, targeting both gender and ethnicity representation at all levels of the organisation.

This is our second year reporting under the framework and we are encouraged by our year-on-year results. Our foundation group (those 26 organisations who reported in both 2018 and 2019), showed an increase in female representation at all senior levels of management, with improvements of +4.4pp at board level, +1.6pp at KMP level, +1.2pp for other executives/general managers, and +1.3pp for senior management. We are encouraged by this progress which illustrates the results of targeted focus.

Outside of these category gains, we also increased participation in our reporting sample, up from 26 organisations (83,000 employees) participating in 2018, to 39 organisations (113,000 employees) participating in 2019 (an increase of 38%). New organisations participating in the diversity reporting had lower female representation on average, so while the data sample is larger, it has driven down the overall average of the new reporting group. We will continue to track our foundation group to show comparable

progress, while we strive to increase our reporting sample year-on-year.

Ultimately, there is still work to be done to accomplish gender equity within our organisations. Champions for Change are committed to achieving a ratio of 40% women, 40% men and 20% of either gender (allowing for the natural flow of people into and out of the organisation) at all leadership tiers. As a group, we are yet to collectively achieve this goal at any leadership tier, therefore we will continue our work to achieve balanced gender representation within our organisations.

With reference to ethnicity, this year we saw an improvement in ethnicity reporting response, up 4pp from 2018. Of the 88,000 employees, only 69,000 employee responses were captured in this year's report. Similar to last year, the total ethnicity data set highlights the need to focus on customising our approach to more adequately reflect New Zealand's cultures, so that we have a more robust data pool to review.

The work we are producing would not be possible without the support of a group of leaders who are courageous enough to lead the way on these projects. We thank all Champions and your wider teams for the time, effort and passion you put in to understanding your numbers and committing to year-on-year improvements. We owe a special thank you to McKinsey & Company for partnering on the measurement and reporting stream, and are again grateful for the leadership you show in this space.

Nāku iti noa, nā

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## CO-CHAIRS CHAMPIONS FOR CHANGE



**MICHELE EMBLING**  
CHAIR PWC



**DAVID MCLEAN**  
CEO WESTPAC

# 2018-19 Data Summary

## OVERALL DATA

For period 1 April 2018 - 31 March 2019



39

CHAMPION  
ORGANISATIONS  
PARTICIPATED  
IN 2019 REPORTING

with



113,000

TOTAL  
EMPLOYEES  
(INCLUDING  
BOARD)

which equates to



+38%

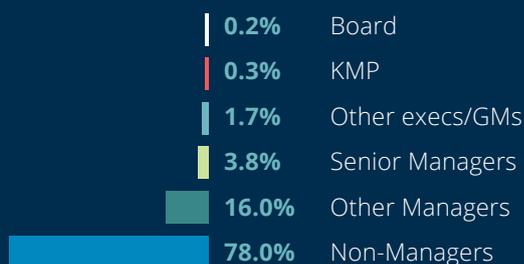
INCREASE IN  
REPORTING  
FROM 2018

## GENDER DATA



From across

6 work categories



## ETHNICITY DATA



Ethnicity data was not captured for approximately 1 in 5

(19,000 EMPLOYEES DID NOT STATE THEIR ETHNICITY)



69,000

EMPLOYEES REPRESENTED

Therefore focus for 2020 is to increase ethnicity reporting

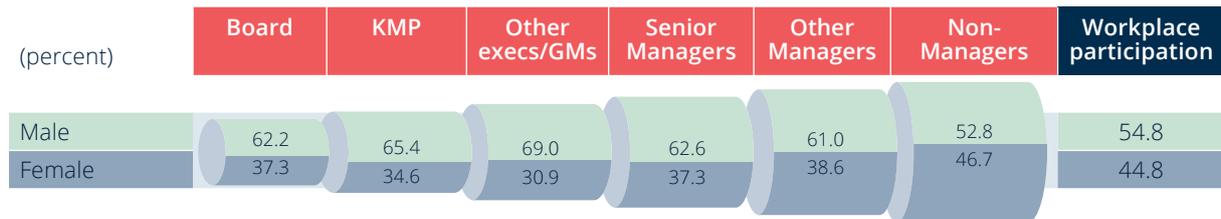




RESULTS

# Results on gender representation

## Gender representation by work category for the 2019 Champion group<sup>1</sup>



## 2019 International comparisons on representation of women in leadership<sup>2</sup>

Balance achieved (40-60% of either gender) ■ Out of balance ■ Category not applicable ■

(percent)	Board	KMP	Other execs/GMs	Senior Managers	Other Managers	Non-Managers	Workplace participation
NZX50	28.4	22.4 <sup>3,4</sup>	-	-	-	-	-
NZ State Sector	47.4	-	-	-	-	-	-
WGEA	25.8	30.5	31.3	35.2	42.6	51.4	50.1
FTSE100 <sup>4</sup>	30.2	21.1	27.8	-	-	-	-
WIW	-	22.0-23.0	29.0	34.0	38.0	48.0	-

SOURCE: Company provided data; NZX50 Gender Diversity Statistics as 30 June 2019; Australia's Gender Equality Scorecard 2017-18 (WGEA); Hampton-Alexander Review 2018; Women in the Workplace 2018; Ministry for Women Gender Stocktake of State Sector Boards and Committees 2018

Gender reporting was overwhelmingly successful for the 2018-19 reporting group, with a 99.6% response rate, representing more than 113,000 employees.

Gender was recorded at all levels of work role, from Non-Managers to Board members, as represented in the table above.

As a group, Champions for Change are committed to a 40:40:20 balance at all levels of leadership, and are actively employing levers of diversity to achieve this balance.

1 Percentages displayed exclude Gender diverse and employees that have not stated their gender. For this reason, total may not always add up to 100%. Gender diverse and not stated represent ~0.4% of total workplace participation  
 2 Represents New Zealand, New Zealand, Australia, UK and USA respectively  
 3 'Officers' taken to refer to KMP  
 4 Executive Committee taken to refer to KMP, Direct reports to executive taken to refer to other execs and GMS



## RESULTS

# 2019 Female representation by Champion organisation

Balance achieved (40-60% of either gender)



Out of balance



Category not applicable

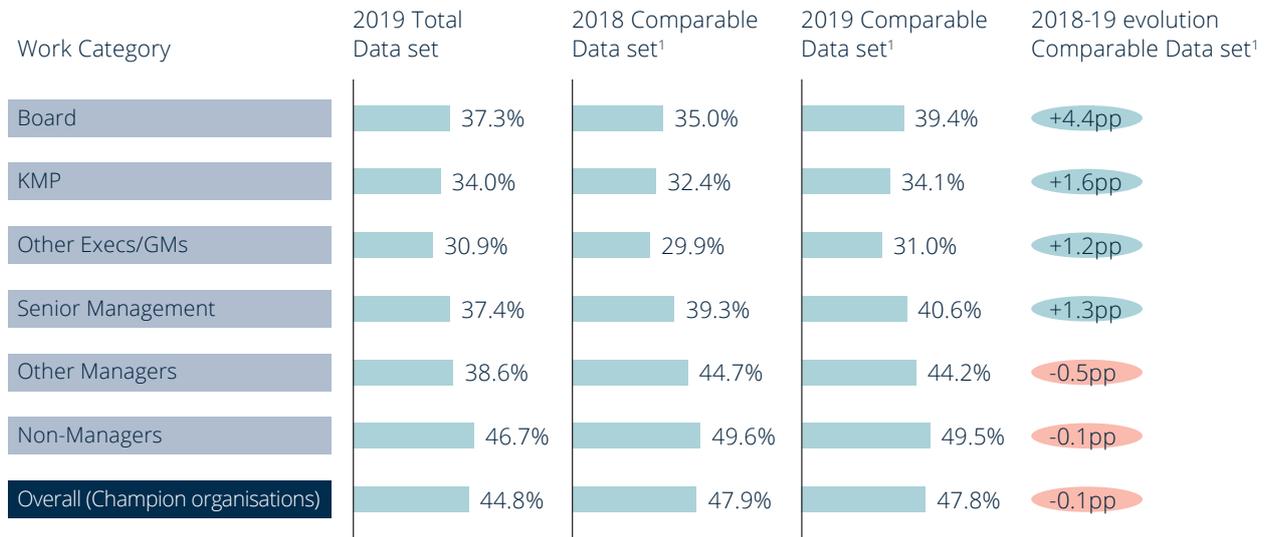


Organisation	Board	KMP	Other Execs/GMs	Senior Management	Other Managers	Non-Managers	Workplace participation
ACC	62.5%	37.5%	–	42.1%	64.7%	67.2%	66.4%
Air New Zealand	42.9%	22.2%	40.0%	48.3%	34.4%	42.9%	42.1%
ANZ	28.6%	30.8%	29.1%	28.5%	42.5%	68.5%	58.7%
ASB	28.6%	27.3%	25.0%	35.7%	41.8%	65.0%	56.5%
Auckland Airport	50.0%	22.2%	–	34.3%	36.2%	39.4%	38.6%
Auckland Council	–	37.5%	37.0%	46.7%	50.1%	61.8%	60.0%
AUT Bus, Eco & Law	–	66.7%	18.2%	57.1%	94.1%	60.8%	61.0%
Bank of New Zealand	42.9%	41.7%	33.9%	36.3%	56.2%	75.7%	58.1%
Bell Gully	16.7%	–	30.2%	71.7%	83.3%	71.5%	65.1%
Chorus	28.6%	–	40.0%	31.6%	39.4%	41.3%	40.6%
Contact Energy	50.0%	33.3%	33.3%	42.9%	37.8%	48.8%	47.1%
Deloitte	33.3%	42.9%	22.1%	42.5%	36.4%	56.1%	46.8%
EY	–	25.0%	12.2%	34.6%	49.1%	56.6%	50.4%
Fletcher Building	25.0%	25.0%	26.4%	15.1%	16.4%	23.2%	21.8%
Fonterra	18.2%	28.6%	31.9%	33.7%	38.2%	28.6%	30.1%
Foodstuffs North Island	18.2%	50.0%	–	43.7%	30.3%	41.5%	40.3%
Genesis Energy	50.0%	25.0%	40.0%	41.9%	33.6%	45.3%	43.7%
GlaxoSmithKline	41.7%	62.5%	–	–	61.9%	63.3%	60.0%
Goodman	28.6%	28.6%	–	20.0%	–	56.1%	44.6%
Hays	44.4%	–	50.0%	66.7%	61.5%	59.6%	58.7%
Heartland Group	25.0%	57.1%	25.0%	43.5%	71.4%	50.3%	50.4%
IBM	50.0%	–	20.0%	31.3%	30.0%	17.8%	19.3%
KPMG	16.7%	22.2%	30.9%	45.1%	53.3%	58.8%	52.4%
McKinsey	–	0.0%	–	0.0%	0.0%	66.7%	30.8%
MinterEllisonRuddWatts	40.0%	–	30.4%	60.9%	75.0%	73.0%	64.0%
NZ Police	–	28.6%	23.2%	26.5%	21.9%	38.7%	34.8%
NZ Post	71.4%	22.2%	40.0%	26.3%	53.0%	55.8%	54.9%
NZ Rugby	12.5%	0.0%	33.3%	35.7%	39.3%	66.2%	51.3%
NZTE	57.1%	37.5%	–	50.9%	39.5%	61.1%	57.4%
Paymark	–	42.9%	–	27.3%	56.3%	34.6%	36.5%
Ports of Auckland	28.6%	14.3%	–	33.3%	36.4%	19.6%	20.5%
PwC	40.0%	33.3%	31.6%	53.8%	52.1%	53.0%	48.6%
Russell McVeagh	50.0%	–	38.8%	41.7%	100.0%	62.1%	58.1%
Saatchi & Saatchi	–	33.3%	–	44.4%	71.4%	57.6%	54.5%
Skycity	33.3%	36.4%	25.8%	40.0%	37.7%	51.0%	49.5%
Spark	50.0%	42.9%	31.9%	–	37.5%	40.1%	39.7%
Stuff	42.9%	57.1%	29.2%	48.9%	60.9%	55.9%	55.4%
Transpower	62.5%	30.0%	–	46.7%	28.9%	32.0%	32.7%
Westpac	37.5%	44.4%	36.8%	46.2%	61.3%	63.5%	61.4%

SOURCE: Company provided data



## Female representation has improved in leadership positions across our 2018-2019 foundation group



SOURCE: Company provided data

### WHAT IS THE 2019 DATA TELLING US?

Organisations that participated in the 2018 Diversity Report were measured against their diversity results from the last reporting year to determine their year-on-year progress.

The gender data from our second year of reporting continues to show women as under-represented in senior management roles, with a particular drop off in the pipeline at the 'other executives/general managers level (30.9%) and flowing on to KMP and Board level (34.0% and 37.3% respectively).

New organisations participating in the diversity reporting had lower female representation on average, so while the data sample is larger, it has driven down the overall average of the new reporting group.

The foundation group recorded progress in female representation in senior management levels and above, most significantly an increase of 4.4pp female representation at board level. In 'other managers' and 'non-manager' categories, female representation remained relatively stable, with decreases of less than 1pp, across the comparable data sets.

While the Champions for Change group is mostly on parity or more advanced, in terms of gender balance, than many other reporting groups internationally, there is still work to be done.

<sup>1</sup> Gender diverse and not stated employees represent ~0.4% of total workplace participation



## RESULTS

### Evolution of female representation by Champion organisation

	Board			KMP			Other Execs/GMs		
	2018	2019	2019 vs. 2018	2018	2019	2019 vs. 2018	2018	2019	2019 vs. 2018
ACC	50.0%	62.5%	+12.5pp	37.5%	37.5%	-	-	-	-
Air New Zealand	42.9%	42.9%	-	10.0%	22.2%	+12.2pp	42.9%	40.0%	-2.9pp
ANZ	28.6%	28.6%	-	33.3%	30.8%	-2.6pp	32.3%	29.1%	-3.2pp
ASB	33.3%	28.6%	-4.8pp	20.0%	27.3%	+7.3pp	22.6%	25.0%	+2.4pp
Auckland Airport	50.0%	50.0%	-	12.5%	22.2%	+9.7pp	-	-	-
AUT Bus, Eco & Law	-	-	-	62.5%	66.7%	+4.2pp	25.0%	18.2%	-6.8pp
Bank of New Zealand	37.5%	42.9%	+5.4pp	33.3%	41.7%	+8.3pp	31.1%	33.9%	+2.8pp
Bell Gully	16.7%	16.7%	-	-	-	-	24.4%	30.2%	+5.8pp
Chorus	37.5%	28.6%	-8.9pp	-	-	-	40.0%	40.0%	-
Contact Energy	50.0%	50.0%	-	28.6%	33.3%	+4.8pp	20.0%	33.3%	+13.3pp
Deloitte	25.0%	33.3%	+8.3pp	41.2%	42.9%	+1.7pp	20.4%	22.1%	+1.7pp
EY	-	-	-	25.0%	25.0%	-	12.8%	12.2%	-0.6pp
Fonterra	18.2%	18.2%	-	22.2%	28.6%	+6.3pp	34.6%	31.9%	-2.7pp
Genesis Energy	50.0%	50.0%	-	37.5%	25.0%	-12.5pp	28.6%	40.0%	+11.4pp
GlaxoSmithKline	45.5%	41.7%	-3.8pp	-	-	-	-	-	-
KPMG	16.7%	16.7%	-	14.3%	22.2%	+7.9pp	30.3%	30.9%	+0.6pp
McKinsey	-	-	-	0.0%	0.0%	-	-	-	-
MinterEllisonRuddWatts	40.0%	40.0%	-	-	-	-	32.6%	30.4%	-2.2pp
NZTE	42.9%	57.1%	+14.3pp	0.0%	37.5%	+37.5pp	-	-	-
Paymark	-	-	-	42.9%	42.9%	-	-	-	-
PwC	40.0%	40.0%	-	25.0%	33.3%	+8.3pp	27.4%	31.6%	+4.2pp
Russell McVeagh	50.0%	50.0%	-	-	-	-	32.5%	38.8%	+6.3pp
Skycity	28.6%	33.3%	+4.8pp	33.3%	36.4%	+3.0pp	22.5%	25.8%	+3.3pp
Spark	42.9%	50.0%	+7.1pp	28.6%	42.9%	+14.3pp	40.0%	31.9%	-8.1pp
Transpower	28.6%	62.5%	+33.9pp	30.0%	30.0%	-	-	-	-
Westpac	33.3%	37.5%	+4.2pp	44.4%	44.4%	-	38.2%	36.8%	-1.5pp

SOURCE: Company provided data



Within balance or moved closer to balance   
 Out of balance or moved further from balance   
 Category not applicable or no comparable data available  -

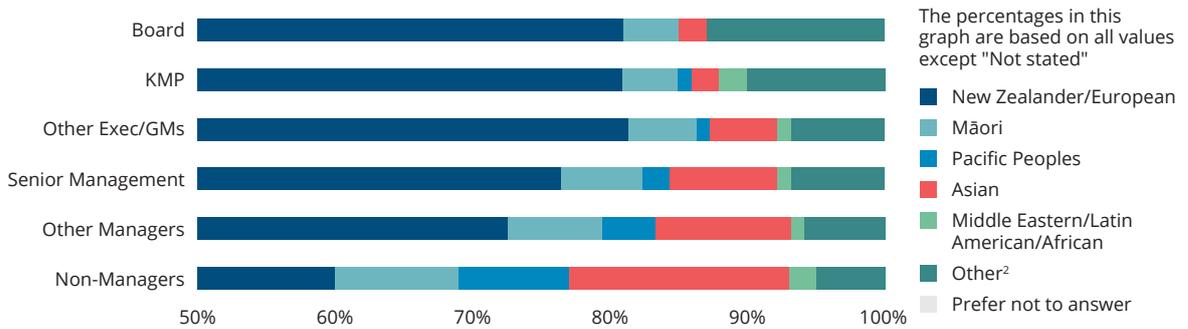
Senior Management			Other Managers			Non-Managers			Workplace participation		
2018	2019	2019 vs. 2018	2018	2019	2019 vs. 2018	2018	2019	2019 vs. 2018	2018	2019	2019 vs. 2018
49.4%	42.1%	-7.3pp	66.4%	64.7%	-1.7pp	68.7%	67.2%	-1.5pp	67.9%	66.4%	-1.6pp
31.5%	48.3%	+16.8pp	35.1%	34.4%	-0.7pp	43.6%	42.9%	-0.7pp	42.7%	42.1%	-0.6pp
29.4%	28.5%	-0.9pp	42.3%	42.5%	+0.2pp	68.2%	68.5%	+0.3pp	58.8%	58.7%	-0.1pp
34.2%	35.7%	+1.5pp	41.2%	41.8%	+0.6pp	66.1%	65.0%	-1.1pp	57.1%	56.5%	-0.6pp
30.8%	34.3%	+3.5pp	27.6%	36.2%	+8.6pp	40.9%	39.4%	-1.6pp	39.2%	38.6%	-0.6pp
61.5%	57.1%	-4.4pp	93.8%	94.1%	+0.4pp	60.0%	60.8%	+0.8pp	60.5%	61.0%	+0.5pp
36.4%	36.3%	-0.1pp	55.2%	56.2%	+1.0pp	76.0%	75.7%	-0.3pp	58.1%	58.1%	+0.1pp
74.2%	71.7%	-2.5pp	57.1%	83.3%	+26.2pp	72.2%	71.5%	-0.7pp	64.8%	65.1%	+0.4pp
26.3%	31.6%	+5.3pp	38.7%	39.4%	+0.7pp	40.6%	41.3%	+0.8pp	39.6%	40.6%	+1.0pp
50.0%	42.9%	-7.1pp	37.7%	37.8%	+0.0pp	44.7%	48.8%	+4.1pp	43.1%	47.1%	+4.0pp
42.5%	42.5%	+0.0pp	43.8%	36.4%	-7.4pp	55.8%	56.1%	+0.2pp	47.6%	46.8%	-0.8pp
34.2%	34.6%	+0.4pp	50.2%	49.1%	-1.1pp	57.3%	56.6%	-0.7pp	51.2%	50.4%	-0.8pp
31.8%	33.7%	+1.9pp	38.3%	38.2%	-0.1pp	28.7%	28.6%	-0.2pp	30.2%	30.1%	-0.1pp
39.4%	41.9%	+2.5pp	43.6%	33.6%	-10.0pp	46.4%	45.3%	-1.1pp	45.8%	43.7%	-2.1pp
-	-	-	75.0%	61.9%	-13.1pp	73.5%	63.3%	-10.2pp	63.7%	60.0%	-3.7pp
46.3%	45.1%	-1.2pp	53.0%	53.3%	+0.3pp	56.9%	58.8%	+1.9pp	51.6%	52.4%	+0.8pp
0.0%	0.0%	-	20.0%	0.0%	-20.0pp	100.0%	66.7%	-33.3pp	30.0%	30.8%	+0.8pp
60.8%	60.9%	+0.1pp	76.9%	75.0%	-1.9pp	69.4%	73.0%	+3.6pp	62.7%	64.0%	+1.4pp
51.4%	50.9%	-0.4pp	42.3%	39.5%	-2.8pp	59.7%	61.1%	+1.4pp	57.0%	57.4%	+0.4pp
16.7%	27.3%	+10.6pp	50.0%	56.3%	+6.3pp	37.1%	34.6%	-2.5pp	37.1%	36.5%	-0.6pp
54.7%	53.8%	-0.9pp	58.4%	52.1%	-6.3pp	55.3%	53.0%	-2.2pp	50.0%	48.6%	-1.4pp
48.6%	41.7%	-7.0pp	100.0%	100.0%	-	61.1%	62.1%	+0.9pp	57.0%	58.1%	+1.1pp
35.0%	40.0%	+5.0pp	36.1%	37.7%	+1.6pp	50.2%	51.0%	+0.8pp	48.3%	49.5%	+1.2pp
-	-	-	37.9%	37.5%	-0.4pp	38.0%	40.1%	+2.1pp	38.0%	39.7%	+1.8pp
34.7%	46.7%	+12.0pp	22.0%	28.9%	+6.9pp	32.1%	32.0%	-0.0pp	31.0%	32.7%	+1.7pp
45.4%	46.2%	+0.9pp	60.6%	61.3%	+0.7pp	64.1%	63.5%	-0.6pp	62.0%	61.4%	-0.6pp



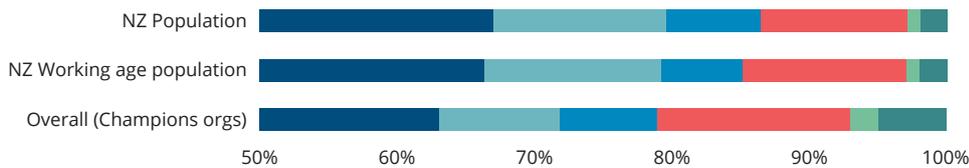
RESULTS

# 2019 Results on ethnicity

## ETHNICITY REPRESENTATION BY WORK CATEGORY FOR THE CHAMPION GROUP



## COMPARISONS



## ETHNICITY DATA: FURTHER FOCUS REQUIRED

New Zealand is unique internationally in basing its concept of ethnicity solely on the basis of cultural affiliation and self-identification, rather than any concept of race, ancestry, nationality or citizenship and the biological, historical and legal concepts bound up in these.

It is noteworthy that at present, there is no single, standard, international way of measuring and reporting of ethnicity where people are able to choose multiple ethnicities. In New Zealand, it is also not compulsory for employees to provide a response on ethnicity.

Employees had the opportunity to select up to three ethnicities based on the Statistics NZ Ethnic Classification System Level 2. Our aim is to investigate further levels within the Statistics NZ Ethnic Classification System in order to increase the quality and quantity of data response in 2020. We are committed to building on the current ethnicity reporting framework through continued engagement and collaboration, in order to more accurately capture the ethnic diversity within our Champion organisations.

1 Where employees have selected one of the four 'Other' ethnicity selections and provided free form text, only the line item selection was reported on within the data submission. The free form text was not submitted.  
 2 Not stated data is not included in this calculation. This refers to data that was not available or not yet captured.



Because employees can select up to three ethnicities, the total of all ethnicities may exceed the total number of employees. Employees should not be asked to prioritise their responses, and employers need not weight responses in any way.

Reporting will then take place at Level 1 of the Statistics NZ Ethnic Classification System, as detailed below.

<b>DATA COLLECTION GROUPINGS</b> Based on Level 2 reporting from Statistics NZ.	<b>REPORTING PROFILES</b> Based on Level 1 reporting from Statistics NZ.
European	<b>European</b>
NZ European	
Other European	
Māori	<b>Māori</b>
Pacific Peoples	<b>Pacific Peoples</b>
Samoa	
Cook Island Māori	
Tongan	
Niuean	
Tokelauan	
Fijian	
Other Pacific Peoples	
Asian	
Southeast Asian	
Chinese	
Indian	
Other Asian	
Middle Eastern	<b>Middle Eastern/ Latin American/ African</b>
Latin American	
African	
Other Ethnicity	<b>Other</b>
I prefer not to answer	<b>I prefer not to answer</b>



## METHOD

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# Method

### DATA COLLECTION METHODS

Led and guided by their HR and executive teams, companies that reported in 2018-19 used various models of data collection, including:

- drawing on individual employee records within the HR data system
- inclusion of gender and ethnicity questions, and other diversity indicators, in their annual engagement survey
- conducting a broader diversity census, to seek information on a wide range of diversity indicators.

### MANAGEMENT CATEGORIES

As part of the Diversity Reporting Framework, organisations reported on management categories using a standard classification system adapted from the Australian Workplace Gender Equality Act.

The categories included:

- Board
- Key Management Personnel
- Other Executives/General Managers (GMs)
- Senior Management
- Other Managers
- Non-Managers

Each organisation determined for itself how its structures fit into this framework, and will apply the same logic to ensure consistent results over time.

### GENDER REPORTING

Organisations asked employees which gender they identify as, giving at least the options of “male”, “female” and “gender diverse”, as well as an opportunity for employees to choose not to answer the question.

The total number of “female” respondents were then divided by the total number of employees, including “gender diverse” and “not stated” employees, in each work category within each organisation, to calculate the percentage of “females” in each work category within each organisation.

### ETHNICITY REPORTING

Twenty two categories of response were offered regarding ethnicity, based on an exact match to Level 2 of the Statistics NZ Ethnic Classification System.

In order to measure ethnic diversity within our Champion organisations as accurately as possible, employees whose ethnicities were not captured were excluded from the sample, the remaining ethnicities were then rolled into seven broad classifications based on the Statistics New Zealand model: European, Maori, Pacific Peoples, Asian, Middle Eastern/Latin American/African, Other and Prefer Not to Answer. Where respondents had selected multiple ethnicities, all ethnicities were included in the calculations, valued as one whole, and given equal weight, regardless of whether those selections rolled into the same broad ethnicity classification. The total number of respondents for each broad ethnicity classification was then divided by the total number of ethnicities selected for each work category at each organisation.

For those employees where data was not available or not yet captured, we classified them as “not stated” and these were excluded from calculations to avoid skewing the overall data. To meet our 2019 target of delivering ethnicity data by work category, data that was not separated into work categories was also omitted.

Where employees have selected one of the four ‘Other’ ethnicity selections and provided free form text, only the line item selection was reported on within the data submission.



## What's next?

This year we were able to provide year-on-year comparison data for our foundation group of Champion organisations, which showed that meaningful progress is being made through targeted focus. With a significant increase in the number of organisations reporting this year (up 38% from 2018), we were also able to provide a snapshot of data for a much larger reporting group.

While the progress measured to date is encouraging, it is also evident that concerted efforts are required to achieve our gender balance target. It is vital for us to continue to report on diversity with a collective approach, as this will enable us to gain greater insight into the cultural mix of our organisations and measure the impact of our policies and programmes.

Building on last year's framework we were able to capture ethnicity data from 78% of employees, highlighting the need for further refinement of the ethnicity reporting process. The complexity of accurately representing the ethnic diversity within our organisations requires further consideration. A key focus for the 2020 Diversity Report will be the way in which we best capture ethnicity data to meaningfully reflect how individuals identify and express their ethnicity.

Long term, our intention is to build on these foundation metrics to further expand the scope of our reporting. We are currently working on the development of a consistent set of gender pay gap reporting guidelines, and have a pilot group testing these guidelines over coming months to determine an agreed format to add to our diversity reporting framework.

## Acknowledgements

Champions for Change is convened and supported by Global Women, and Co-Chaired by two Champions – currently David McLean, CEO Westpac, and Michele Embling, Chair PwC.

The initial Diversity Reporting Framework was developed in 2017, with the generous support and input of Champion organisations, including CA ANZ, Deloitte, Massey University, McKinsey & Company and Russell McVeagh.

McKinsey & Company has continued to provide support as the group's official reporting and capability partner, drawing on their global expertise in the area.

We are grateful for the opportunity to collaborate on this shared project, and we thank all parties who have made this diversity report possible. Thank you.

More information on the Diversity Reporting Framework can be found at the Champions for Change website: [www.championsforchange.nz](http://www.championsforchange.nz)



## RESULTS

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# Champion commitments

### ACC

*"ACC has four key focus areas for 2019 and beyond, to help us achieve our aspiration to be a diverse, inclusive and accessible organisation. These are: to be leaders in accessibility; to be a culturally capable organisation; to be inclusive and flexible; and to be representative of our customers. A range of activity is already underway, led by our people and championed by individual members of our Executive team."*



**Scott Pickering,**  
Chief Executive ACC

### ANZ

*"ANZ's purpose is to create a world where people and communities thrive. Our People Agenda continues to support our businesses to create an inclusive workplace where the diversity of our workforce (demographics, skills and experience) can be leveraged. We will: maintain our momentum of women in leadership creating a pipeline of female leaders; strive to be recognised as a leader of diversity and inclusion and; connect with other organisations and seek opportunities to share, learn and collaborate."*



**Antonia Watson,**  
Acting CEO ANZ New Zealand

### AIR NZ

*"At Air New Zealand we are committed to ensuring leadership at all levels of the organisation is reflective of the diverse make-up of our country. Over the next 12 months we will focus on increasing female representation to move closer to our 50% Senior Leadership team level target by the end of 2020. We are also committed to ensuring ethnic diversity is reflected in our leadership, with a particular focus on Māori and Pasifika. We have a goal to have 20% Māori and Pasifika in leadership roles by 2022 while at the same time increasing cultural competence right across the organisation."*



**Christopher Luxon,**  
CEO Air New Zealand

### ASB

*"At ASB we believe our people make the difference. Our future lies in ensuring we are diverse in all parts of our business. We continue to identify actions to build pathways for women to thrive, including the ability to secure leadership positions. Our commitment is to continue to focus on this agenda for the benefit of ASB, our customers and the communities we serve."*



**Vittoria Shortt,**  
CEO ASB New Zealand



### AUCKLAND AIRPORT

*"Auckland Airport has a diverse workforce that reflects the customers we serve and the community in which we operate. We are committed to ensuring all our staff have an equal opportunity to thrive and excel in their work. We recognise our success is built on creating a culture of equity, diversity and inclusion.*

*Through the actions of our Leadership Team we will grow and support collaboration, flexibility and fairness.*

*We will provide an environment where people can fearlessly question, challenge and improve. We will remove barriers to people delivering to their full potential at work. We will ensure diverse people can succeed at all levels of the organisation."*



**Adrian Littlewood,**  
Chief Executive Auckland Airport

### AUCKLAND COUNCIL

*"At Auckland Council, our focus over the next 12 months is to: Implement diversity targets for senior leadership appointments that will help us to achieve a senior leadership that more closely reflects Auckland's demography in terms of gender and ethnicity.*

*We are also seeking to address the wider talent pipeline with programmes that specifically target the progression of our mid-senior level women into enterprise leadership roles (He Ata) and also the progression of our aspiring female talent.*

*Another critical focus is to build the inclusive leadership capability of our people leaders through training in unconscious bias and cultural intelligence and create a more inclusive culture.*

*Also vital for gender inclusion is the roll-out of All-Roles Flex training and coaching to ensure people leaders and teams are equipped to maximize and implement our flexible working policy and guidelines."*



**Stephen Town,**  
CEO Auckland Council

### AUT BUSINESS, ECONOMICS AND LAW FACULTY

*"Auckland University of Technology's Faculty of Business, Economics and Law is committed to achieving a staffing profile that better reflects our diverse student population. We are pursuing initiatives to achieve a further increase in the number of women in academic leadership positions, and of Māori and Pacific staff, as well as working on enhancing bicultural understandings and competencies in teaching and research."*



**Kate Kearins,**  
Pro Vice Chancellor & Dean of AUT  
Business, Economics and Law Faculty

### BANK OF NEW ZEALAND

*"In 2019 BNZ will continue to promote practices that encourage a culture of inclusion. Continuously striving to improve the quality and robustness of our people data will enable us to pro-actively develop the diverse pipeline of the future leaders we know we need, to create a better bank that meets the needs of our customers."*



**Angela Mentis,**  
CEO Bank of New Zealand

### BELL GULLY

*"The focus of Bell Gully over the next two years is to continue with the progress we have made at increasing the number of female partners. We publicly announced a goal of reaching 25% by 2025, and we are on track to achieve this within the next two years due to the strong pipeline of females we have developed. We will actively try to bring all of our staff gender diversity within the 40:40:20 split (except partners) over the next 5 years. We have also expanded our focus to improve our ethnic diversity across the firm, through retention and recruitment - and are aiming to significantly broaden our ethnic diversity over the next 5 years and have commenced working with organisations that will assist us with achieving this in a sustainable way."*



**Anna Buchly,**  
Chair Bell Gully



## CHAMPION COMMITMENTS

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### CHORUS

*"At Chorus we are committed to our Belonging Strategy and the work that sits underneath that to strengthen inclusion and attract and retain diverse talent. We are proud to be close to achieving a 40:40:20 gender split in our people leadership population and will continue to focus on this through targeted initiatives. We have introduced a comprehensive flexible working policy and continue to strengthen our women in leadership talent pool through our own women's leadership development programme UP.*

*A Māori and Pasifika network has been established this year and we are continuing to grow understanding in our employee group of different cultures through the celebration of events of significance. We acknowledge work needs to continue to achieve our ambition to have our employee population reflect our customer base by 2022 and are committed to this action."*



**Kate McKenzie,**  
CEO Chorus

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### CONTACT

*"At Contact our focus over the next 12 months is our commitments under our Rainbow Tick programme - educating our people, raising awareness, and getting our people involved in rainbow networking internally and externally. The outcome we're seeking is an encouraging environment where our people feel comfortable talking about their sexual orientation, gender identity and ethnicity. We're also committed to getting even more participation in our ContactFlex flexible working approach, making sure our people systems are inclusive and removing bias from our talent and acquisition processes by using artificial intelligence technology and removing names from CVs."*



**Dennis Barnes,**  
CEO Contact Energy

### DELOITTE

*"At Deloitte our focus is on attracting diverse talent and fostering our inclusive workplace culture. Over the next few years we are committed to increasing the proportion of women on our Board and at Senior Executive level via a focus on our talent pipeline as well as hiring initiatives. We will also continue to hire and support our Māori employees and provide them with visible opportunities."*



**Thomas Pippos,**  
CEO Deloitte

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### EY

*"At EY, we believe that only the highest-performing teams, which maximise the power of different opinions, perspectives and cultural references, will succeed in the global marketplace. Our vision is to create and foster an inclusive culture where our people and their leaders can leverage unique perspectives, experiences and skills to innovate and Build a Better Working World. We set ourselves clear diversity targets across all our people processes, including recruitment, performance management, remuneration, and promotion."*



**Simon O'Connor,**  
Managing Partner EY

## FLETCHER BUILDING

*"At Fletcher Building we are committed to building a diverse and inclusive working environment where difference is well represented and encouraged; where everyone feels valued and comfortable being themselves; and can fully contribute to the ongoing success of the business."*

*Our focus over the next 12 months is introduction of a new Diversity & Inclusion strategy, explicitly highlighting what D&I means at Fletcher Building and why it's important, sharing our D&I aspirations and how we are going to get there.*

*Initiatives over the year will focus on building understanding and awareness, and gaining widespread buy-in & involvement, with initiatives designed to make a positive impact on our core focus areas, including increasing female representation in our businesses."*



**Ross Taylor,**  
CEO Fletcher Building

## FONTERRA

*"Our Co-op has set aspirational targets to increase the number of women and ethnic minorities within senior leadership levels to 50% and 20% respectively by 2022. I believe setting targets is important to help drive change, and we're committed to ongoing measurement to track progress. To help us achieve these targets, we're working to ensure candidates on long and short-lists have a 50/50 gender balance and 20% ethnic diversity. Other areas we're focused on to accelerate progress include leadership development, closing our gender pay gap (from a level of 2% in New Zealand in 2018), promoting flexible work practices for all and addressing unconscious bias through educational programmes and awareness campaigns."*



**Miles Hurrell,**  
CEO Fonterra

## FOODSTUFFS NORTH ISLAND

*"At Foodstuffs North Island, our focus over the next 12 months is to increase diversity representation at our Board and leadership layers beyond Executive, which is already at 50 target. We are also addressing the wider talent pipeline, with specific initiatives to support our aspiration to really be driven by customers by having truly diverse talent that look like our New Zealand customer base."*



**Chris Quin,**  
CEO Foodstuffs

## GENESIS ENERGY

*"Focus on inclusion and diversity is core to achieving the innovation we need in our market. Our commitment is multi-faceted. We've made great strides in gender diversity and we're now extending into other aspects of inclusion, particularly those of age and ethnicity. We use data analysis and insights to inform our actions and behaviours, and drive positive and sustainable change with strong monitoring and measurement of results. For the next 12 months we're committed to upholding our existing commitments of gender balance at all leadership levels and learning what we can do better with and for our different ethnic groups and age profiles."*



**Marc England,**  
CEO Genesis Energy



## CHAMPION COMMITMENTS

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### GOODMAN

*"Goodman's inclusion and diversity policy formalises a business wide commitment to providing an equitable work environment that enables all individuals to reach their potential."*

*A representative and cohesive workplace is consistent with a set of brand values that includes Team+Respect and Open+Fair. It also recognises that an inclusive and diverse culture provides a greater variety of views and ideas, leading to better business outcomes. We have set objectives for the future and measure our workforce on an annual basis, reporting specifically on gender, ethnicity and age."*



**John Dakin,**  
CEO Goodman

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### GSK

*"As GSK we are committed to ensuring that the people in our organisation reflect the diverse make-up of our country. Our focus is to maintain strong female representation at all levels of the business being mindful of the 40:40:20 principle when hiring employees. We aim to reach ethnic representation reflective of the working population of New Zealand within 3 years."*



**Lizzie Champion,**  
General Manager GlaxoSmithKline

### HAYS

*"At Hays, we are committed to creating an inclusive culture where people from all backgrounds are given the equal opportunity to reach their potential and build a career at Hays. We are extremely proud of our gender diversity outcomes which have been achieved through having a genuine meritocratic culture where people are rewarded and recognised for their performance and no other factor. In addition to maintaining strong gender diversity levels, our focus over the next 12 months is to drive progress in our other Diversity Pillars including Ethnicity, Disability, LGBTIQ and Indigenous. By better understanding our diversity profile in these areas we will be able to create a strategic plan to celebrate those that are well represented and move our numbers forward in those that are under-represented in order to achieve diversity of thought, drive innovation and to better reflect and serve the working population and our candidates and clients in New Zealand."*



**Adam Shapley,**  
Managing Director Hays

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### HEARTLAND GROUP

*"We recognise that all forms of diversity bring different perspectives and expressions of ideas and opinions throughout the organisation and contribute to Heartland's productivity, profitability and connection with our communities and stakeholders. We are therefore committed to improving the inclusiveness of our workplace by increasing cultural awareness and celebrating diversity. We aim to achieve a gender balance at all levels of the organisation as soon as possible. We also want to be recognised as an employer of choice for Māori, and thereby create a pathway to being an employer that is welcoming to all cultures and ethnicities."*



**Jeff Greenslade,**  
CEO Heartland Group (New Zealand)

## IBM

*"The leadership at IBM NZ is excited to drive a strong commitment to Diversity within our teams. As #anewIBM we continue the focus to recognise, celebrate and grow the diverse talent across our business by supporting those with a passion and readiness to grow their career with us in our common road ahead. Our people are our future and through diversity we encourage them to challenge themselves in their emerging comfort to be the best they want to be whilst supported by us as a community."*



**Mike Smith,**  
Managing Director IBM

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## KPMG

*"At KPMG New Zealand we work to foster a diverse and inclusive culture. We build teams with the broadest range of skills, experiences and perspectives; that bring the most innovative ideas to our clients and support our people to realise their full potential. This enables us to fulfil our purpose to deliver work that helps us fuel New Zealand's prosperity. Over the next 12 months we will continue to focus on improving our pipeline of women in leadership through a variety of initiatives, including the introduction of our 40:40:20 recruitment and pipeline policy and women's leadership programmes, as well as ongoing celebration of the wider diversity of our people."*



**Ross Buckley,**  
Executive Chairman KPMG

## MCKINSEY

*"We will pursue a dual focus over the next 12 months. First, we will sustain our ongoing efforts to ensure that every one of our colleagues understands, embraces and promotes diversity, ethnicity and inclusivity within our organisation, and encourages our clients and social circles to do the same. To do so, we will also continue to support high profile initiatives, such as the Champions for Change, and play an active role in our communities. Second, we are committed to improving our own workplace diversity, ethnicity and inclusivity. We will do so by continuing our efforts to recruit more women at all levels of our firm. We will also explore how to collaborate with TupuToa to see how McKinsey can attract more Māori and Pasifika talent. We are aiming to be above the national average on those measures by 2022."*



**David Pralong,**  
Senior Partner McKinsey & Company

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## MINTERELLISONRUDDWATTS

*"Building a diverse and inclusive workplace culture has long been a priority for MinterEllisonRuddWatts. We believe that while having the right framework in place is important, the real measure of an organisation is its culture and how people behave. We are committed to increasing and retaining diversity at all levels of our law firm. This work is fundamental to delivering on our purpose of helping shape New Zealand's future."*



**Andrew Poole,**  
Chief Executive  
MinterEllisonRuddWatts



## CHAMPION COMMITMENTS

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### NZ POLICE

*"NZ Police commits to increasing gender and ethnic diversity in all roles and levels of the organisation. NZ Police commits to having the Māori proportion of the Constabulary workforce representative of the population proportion by 2023. NZ Police commits to implement its gender pay gap action plan."*



**Commissioner Mike Bush,**  
New Zealand Police Commissioner

### NZ POST

*"We are committed over the coming twelve months to continue to develop our programme of leadership and capability development for specific parts of our workforce we wish to see greater representation in leadership. This support includes concluding and reviewing our pilot Māori leadership programme – Te Hononga, as well as continuing to promote and support our growing pipeline of female leadership development through GW Activate, and our Le Faufautua mentoring programme, and to grow great leaders at New Zealand Post."*

*We are further committed in the coming 12 months to embedding and empowering our existing employee resource groups - Ngā Tuāhine O Tukurau Aotearoa (Sisters of New Zealand Post), along with our newly established Rainbow Pride Group to encourage the sharing of culture, wisdom and learning among our emerging female leaders as well as our Rainbow workforce."*

*We are committed to investing in and creating the optimal culture at New Zealand post where all our people are physically and psychologically safe and will continue to lead with specific initiatives in this area over the next year."*



**Dave Walsh,**  
CEO NZ Post

### NZ RUGBY

*"NZR remains committed to diversity on our board as a priority over the next 12 months and beyond. The Board aims to be at least 33% female by 2021."*

*NZR will continue to invest in and develop our female leaders at all levels of the organisation. We have an aim of having at least 40% females in leadership positions across our organisation by 2021."*

*We will continue to understand in more depth our ethnic diversity as well as looking for opportunities to educate the business on the benefits that diversity brings. This will largely be delivered through a cultural competence programme to be delivered in 2020 with a focus on Māori and Pacifica."*



**Steve Tew,**  
CEO NZ Rugby

### NZTE

*"NZTE is committed to developing a diverse and inclusive organisation. We are a widespread organisation, based in 50 locations around the world, across 24 time zones and 40 languages. We recognise our commitment to diversity makes our global team stronger and our customers benefit from our diversity of thought and ideas. NZTE's focus over the next 12 months is on ensuring women continue to be represented in leadership roles (by actively delivering on our 40:40:20 targets), building our engagement with Māori, and ensuring that all ethnicities and cultures globally feel special and included. We will continue to review our people practices to help embed diversity and inclusion principles, with a focus on flexible work practices."*



**Peter Chrisp,**  
CEO NZTE

## PAYMARK

*"At Paymark we aim to maintain the gender split within the targeted 40:40:20 ratio across the KMP and Other managers work categories. We will educate employees on the importance of understanding the ethnic make-up of our workforce in order to increase the number of employees that submitted their ethnicity data and get better ethnic representation in formal leadership roles."*



**Liam O'Reilly,**  
CEO Paymark

## PORTS OF AUCKLAND

*"Ports of Auckland is committed to developing a diverse workplace where all staff can feel free to bring their whole selves to work and have equal opportunity to progress their careers. Our focus over the next three years will be in reducing the gender pay gap through greater representation of women at senior levels across all areas of the business, growing a gender and ethnically diverse talent pipeline within operational areas and developing our bicultural competencies."*



**Tony Gibson,**  
CEO Ports of Auckland

## PWC

*"In 2019, as part of our broader firm strategy, we will continue to challenge ourselves and actively engage with all our stakeholders on this topic (even if this feels uncomfortable at times). We will be clear on our position around the importance of strong female leadership representation, where we have adopted the 40:40:20 principle to hold ourselves to account. We will also continue to invest in and focus on building our inclusive culture – in particular our cultural competency ability, this year focusing on Māori and Asian."*



**Mark Averill,**  
CEO PwC New Zealand

## RUSSELL MCVEAGH

*"Russell McVeagh is focused on providing a diverse and inclusive work environment that supports all of our people achieving their potential. Our focus for the next 12 months will continue to look at the question of ethnicity and achieving a response rate of 80% or more to this question from our people, we will also look to broaden our flexible working practices, ensuring our people feel they can bring their whole selves to work, building on our diversity and inclusion efforts, and fostering wellbeing."*



**Jo Avenell,**  
CEO Russell McVeagh

## SAATCHI & SAATCHI

*"At Saatchi & Saatchi we are happy with the progress we have made on our gender diversity over the years and will continue to ensure we are promoting gender diversity across the business."*

*Over the next 24 months we are continuing to commit to a workforce that is representative of the diverse working population of New Zealand. We have built this into our recruitment policies and will continue to measure and report on our progress."*



**Paul Wilson,**  
CEO Saatchi & Saatchi



## CHAMPION COMMITMENTS

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### SKYCITY

"SKYCITY is committed to building the capability of our leaders in understanding and leveraging diversity of thought. Our areas of focus over the next 12 months are to increase female representation, particularly at tier three and four levels of management and maintain a gender balance across the top four levels of the organisational hierarchy. This is being progressed through initiatives which support the development of our female talent pipeline and by ensuring strong female candidates are identified in the recruitment process for all executive roles. We continue to review gender pay equality and deliver organisation-wide programmes that remove the risk of bias or inequality."



**Graeme Stephens,**  
CEO SKYCITY Entertainment Group

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### SPARK

"Spark is committed to ensuring leadership at all levels of the organisation is reflective of the diverse make-up of New Zealand. This means, we are committed to a series of initiatives over the next three years, to move our numbers forward to reflect a balanced approach to gender (40:20:40) and ethnic representation. Our goal is to achieve progress within each of our leadership categories by 2021."



**Jolie Hodson,**  
CEO Spark

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### STUFF

"Stuff embraces all aspects of diversity and inclusion and is committed to creating a workplace which reflects the different customers, audiences and communities we serve. We want all of our people to grow, thrive and be successful, because when that happens it's reflected positively in our business. This means, we are committed to a series of initiatives over the next 3 years, to move our numbers forward to reflect a balanced approach to gender and ethnic representation reflective of the diverse working

population in New Zealand. Whilst we have achieved great strides in gender representation our goal is to achieve the same progress in ethnic representation starting with improving the number of people self recording ethnicity stats which will lead us to be able to analyse and data and therefore be able to address any areas of concern."



**Sinead Boucher,**  
CEO Stuff

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### TRANSPOWER

"At Transpower we are committed to increasing female representation in our technology and engineering occupations. We are also committed to creating an inclusive workplace culture where our leaders act and behave in a manner that is authentic and inclusive. We have established targets, and a series of initiatives to support the achievement of our diversity and inclusion objectives."



**Alison Andrew,**  
CEO Transpower New Zealand

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### WESTPAC

"At Westpac NZ a key focus over the next 12 months is to investigate remaining pay equity gaps within our organisation. While our pay levels are roughly gender-equal on a by-level basis, we know this is not uniform across all areas of the bank. We want to come up with a targeted plan to address these issues."



**David McLean,**  
CEO Westpac

**WHO REPORTED IN 2018-19**

The 39 companies that reported this year include:

**PRINCIPAL PARTNERS**



**MAJOR PARTNERS**



**SUPPORT PARTNERS**



The data collation process has required an enormous amount of effort from each of the reporting organisations, and we acknowledge their actions and contribution in making this report possible.



[www.championsforchange.nz](http://www.championsforchange.nz)