



*Ki te kotahi te kākaho ka whati:  
ki te kāpuia, e kore e whati.*



Diversity & Inclusion Impact  
2020



Champions for  
Change

# The extraordinary becomes possible when people come together for a common purpose.

*Ki te kotahi te kākaho, ka whati; ki te kāpuia, e kore e whati. When a reed stands alone it is vulnerable, but a group of reeds together is unbreakable. If 2020 has taught us anything, it is how the extraordinary becomes possible when people come together for a common purpose. We are more resilient together. We are more powerful together.*

Our nation's response to COVID-19 included everyone. We all had our parts to play. Māori iwi worked with NZ Police to protect their elderly in tribal areas. Banks worked with customers to ease pressures created by lockdowns. Pacific Churches collaborated with government to keep their communities safe. Businesses did as much as they could to adapt and accommodate staff. Essential workers looked after all of us by working, while we looked after them by staying home.

Aotearoa New Zealand, in all its diversity, came together and we did something extraordinary.

Champions for Change is a group of like-minded leaders who believe that a prosperous and equitable New Zealand relies on working together to promote diversity in leadership. We came together with this shared purpose with a view to strengthening each other and the world around us. This year's Diversity Report is the third in the series we have commissioned to hold ourselves accountable for improving gender and ethnicity representation in management and governance roles in our organisations.

The results reveal that, while there is a long way to go, the Champions are leading the way. In almost every measure, we compare favourably to the UK, the US, Australia and the NZX50 average. We are continuing to see year-on-year growth in key leadership levels, including on our Boards. We have cause to celebrate, but not to get complacent.

Our success is uneven – some industries are struggling with diversity in gender participation while others who are strong on their frontline will need to focus on improving representation at senior levels in the years ahead. In terms of ethnic diversity, we could all do better.

We have called the key challenges the power gap and the participation gap. Each calls for very different strategic responses. We intend to learn from each other as we lean in to resolving the underlying issues, building on our successes to date and achieving measurable results. 2020 has given us the gift of knowing what is possible when we come together.

We look forward to working with our fellow Champions to capitalise on our collective strengths, mitigate our individual weaknesses and bring about lasting change into 2021 and beyond.

Nā māua noa, nā  
Justine Smyth | Marc England

## CO-CHAIRS CHAMPIONS FOR CHANGE



**"We are working hard to empower our people..."**

*"Our strategic objective is to create a culture of belonging. To achieve this we will draw on data and insights and our diverse representation. We will continue to seek equitable opportunities across the breadth of our employee journeys and lay the groundwork to ensure people can feel proud and confident to be themselves here at Genesis. We are working hard to empower our people and our communities through the standing up of an Inclusion Council, partnership with local iwi and communities to create education and training pathways, and evolution of flexible working to further embed practices that support our people to manage their work and personal priorities."*

**MARC ENGLAND**  
CEO, Genesis Energy



**"This is about attitude and creating a safe space for people..."**

*"As a Chair and Director of a number of New Zealand organisations I can say with confidence that change is possible, but it has to start at the top. Boards, CEOs, leadership teams, and leaders more broadly set the tone in an organisation, and must be unapologetic about their commitment to diversity and inclusion to effect change. This is about attitude and creating a safe space for people of diverse backgrounds to bring their full selves to work, as well as ensuring we have a stable backbone of policies, processes, targets and measurements in place."*

**JUSTINE SMYTH**  
Chair, Spark

## OVERVIEW

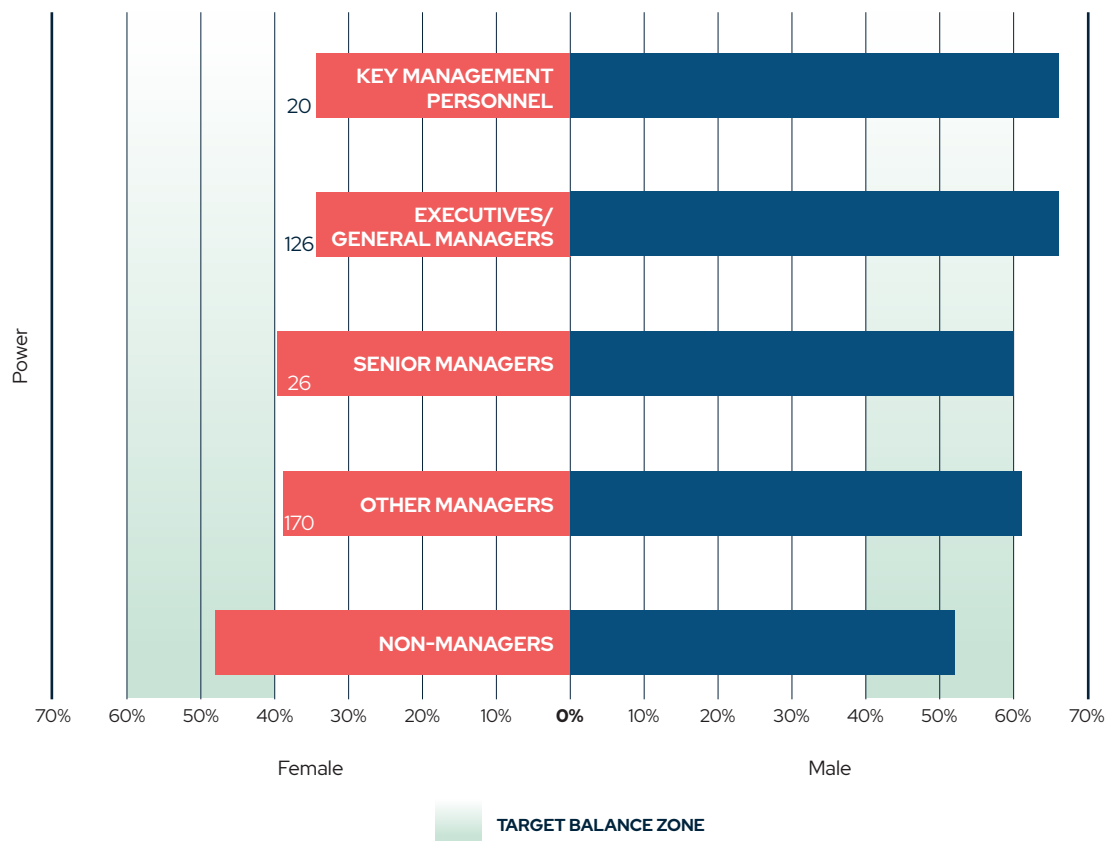
# Champions for Change

To begin, this report looks at the Champions for Change as a group with the results discussed in aggregate. Industry and individual organisation results are set out later in the document.

When assessed as a group, Champions for Change are very close to achieving our target gender balance of 40% – 60% across all reported categories. The diagram below shows the 2020 gender representation results, including the absolute number of women who would need to be appointed at different levels in order for the group as a whole to meet our target.

## MANAGEMENT GENDER REPRESENTATION

By work category  
2020 Champions

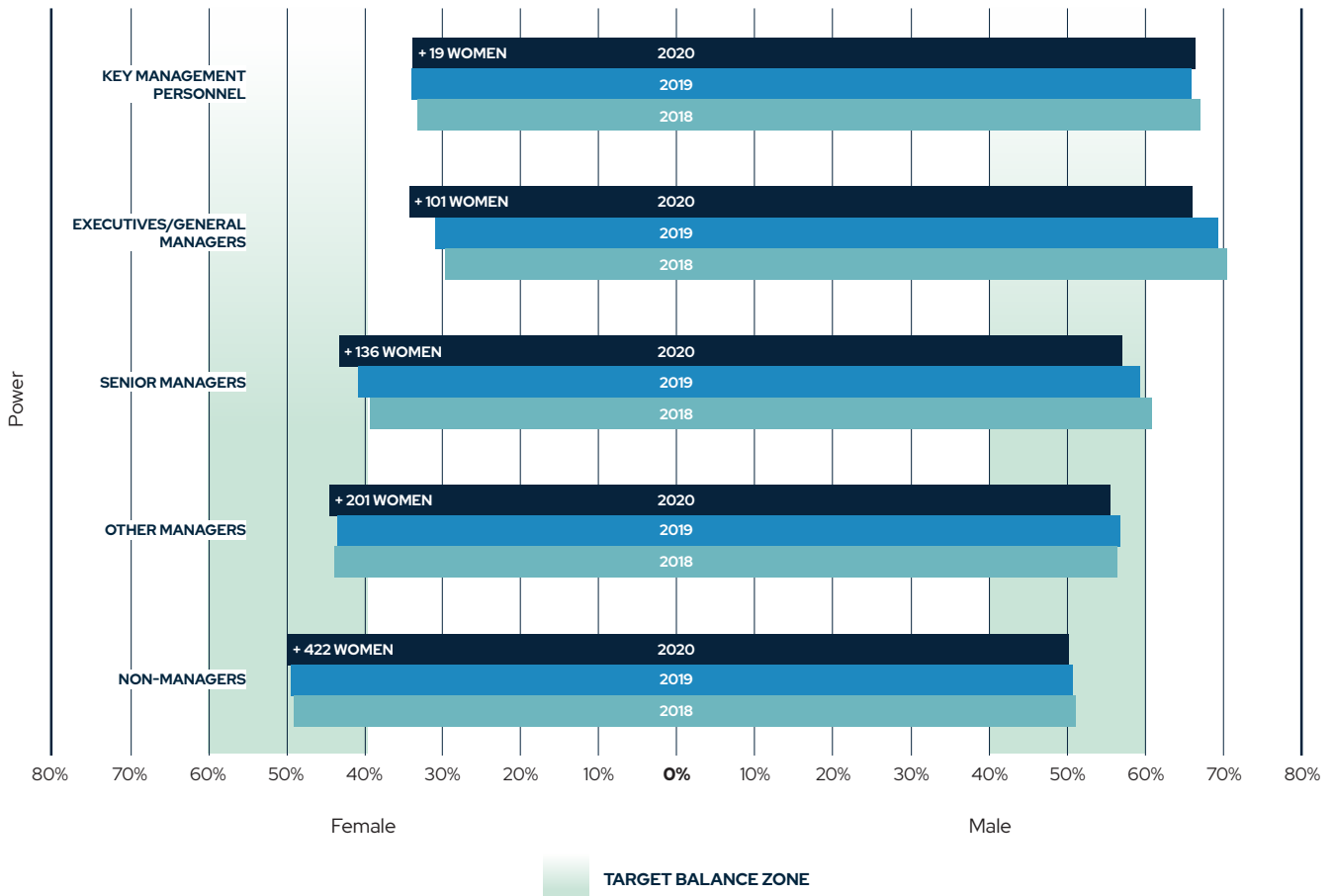


### Comparisons 2018 - 2020

Looking at how things have shifted over time adds an additional layer to the story of how our founding Champions have been improving gender diversity.

#### MANAGEMENT GENDER REPRESENTATION

By work category  
Founding Champions 2018-2020



The graph above shows the aggregate shifts in the gender representation for Champions that have participated each year from 2018 to 2020. At all levels, female representation has increased both proportionally and in absolute numbers.

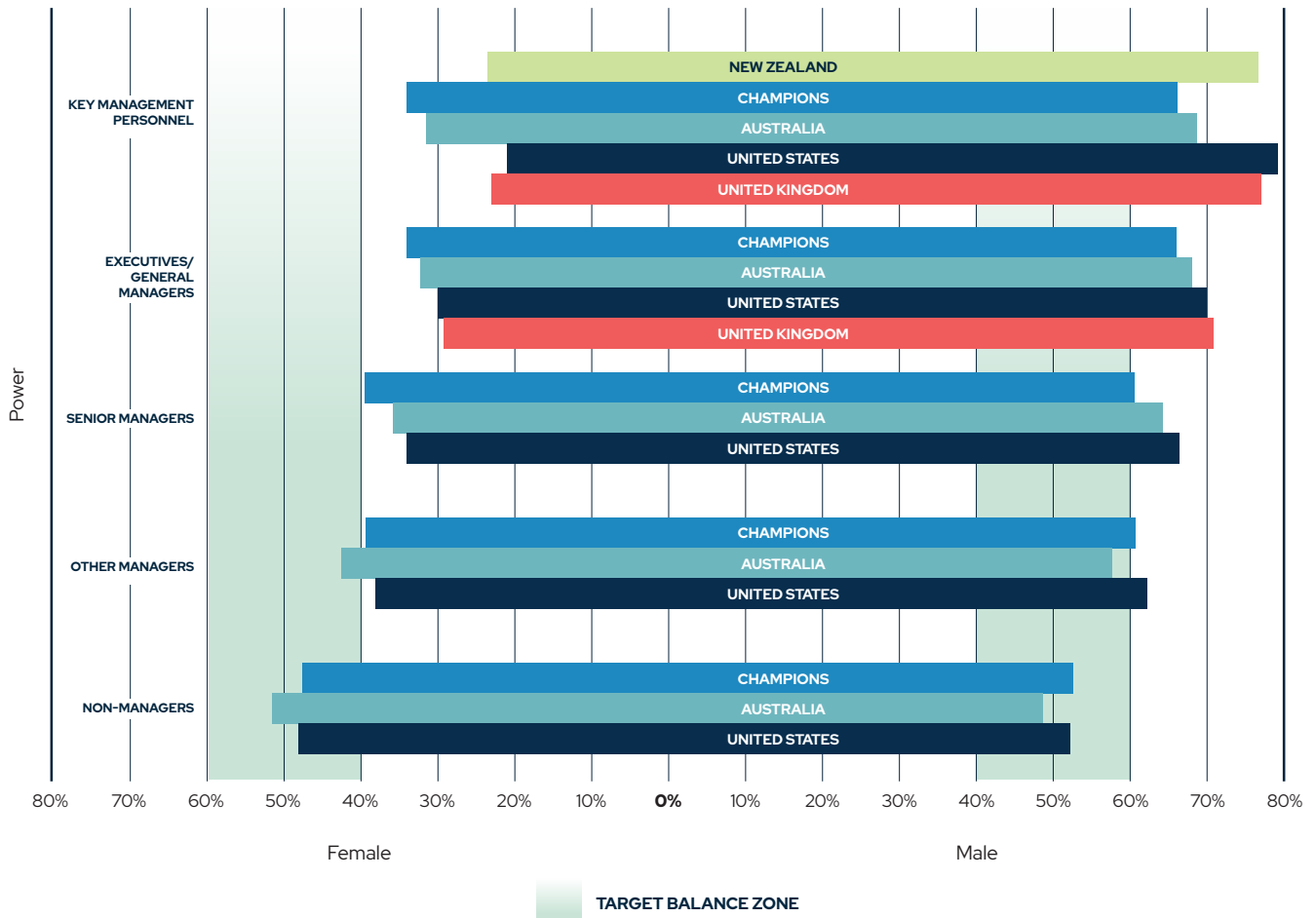
It is pleasing to see that the targeted minimum of 40% women is currently met for Non-Managers, Other Managers and Senior Managers. Good progress also appears to be being made in the Executives/General Managers category, while at Key Management Personnel level the gains have been very modest.

## International Comparisons

It is also useful to set our present situation in context by comparing ourselves to others both at home and abroad.

### MANAGEMENT GENDER REPRESENTATION

By work category  
International comparisons

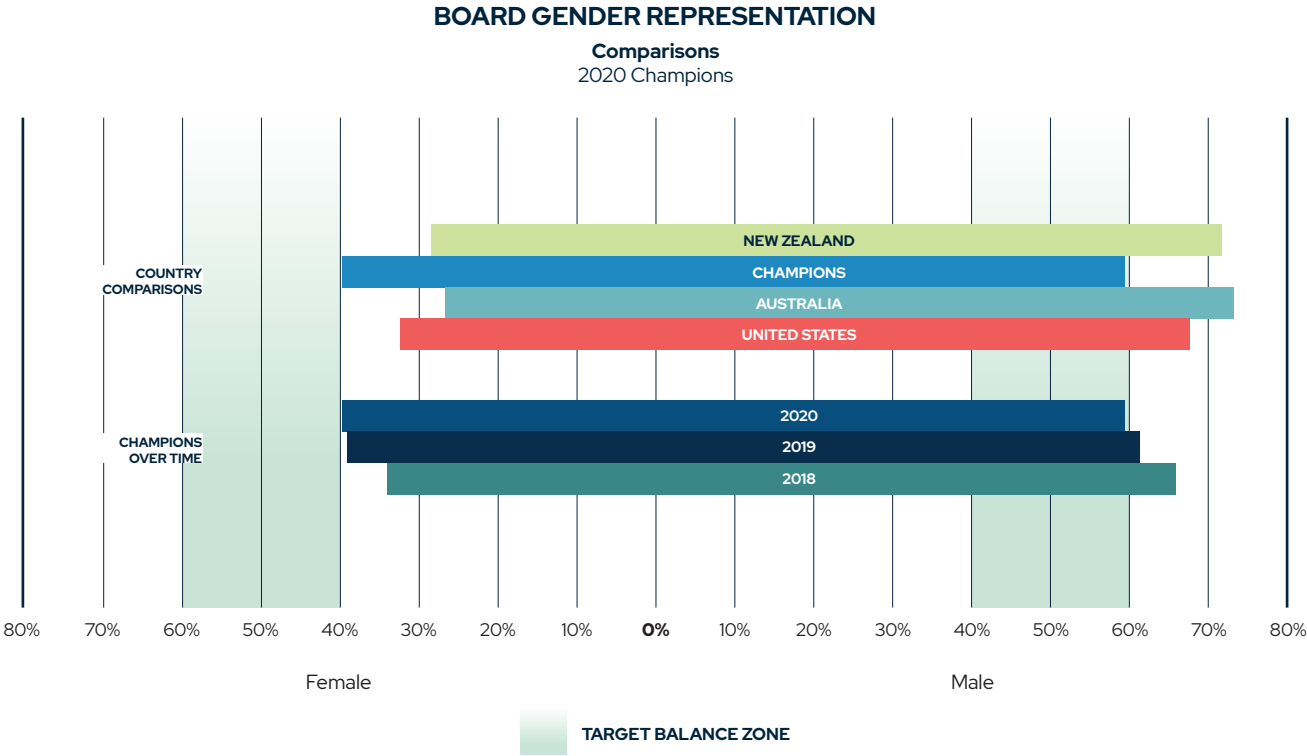


From this we see that, with the exception of the Other Managers category, the Champions are doing better with appointing and promoting women into management positions than organisations in the United States, Australia and the United Kingdom. Closer to home, we are doing substantially better than the NZX50 average.

We know we still have a way to go but we can take a measure of pride in the fact that, in many categories, we are leading the way.

GOVERNANCE

At the governance level, Champions as a group have almost reached the target minimum of 40% women on our boards. Currently only a single board seat short, we can expect to see our target met as a group in the very near future as we build on the steady gains made over recent years.



SOURCE: Company provided data; NZX50 Gender Diversity Statistics as at 31 March 2020; Australia's Gender Equality Scorecard 2019-19 (WGEA); Hampton-Alexander Review 2019; Women in the Workplace 2019.

## A CLOSER LOOK

# Power and Participation

While looking at Champions' gender representation results as a group can be useful to get an overview of the current state and trends over time, examination of industry sectors and individual organisations reveals that our relative success as a collective is uneven. There is more to the story. Two distinct challenges are evident.

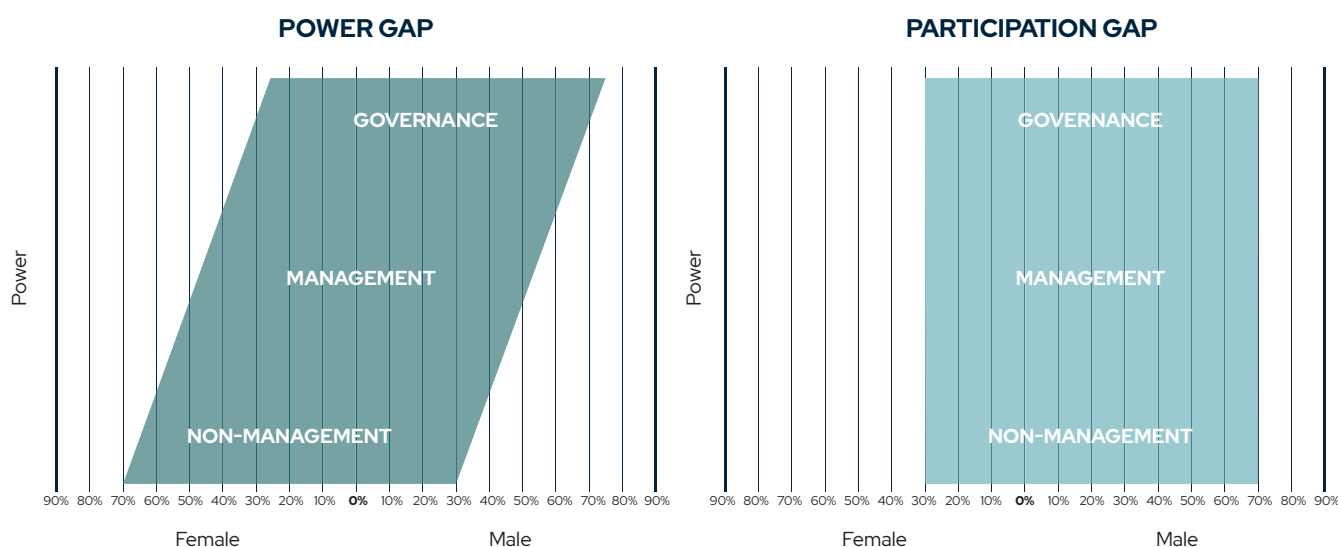
- **POWER GAP**

The first challenge relates to instances where organisations have a large proportion of women in non-management, frontline roles and a much smaller proportion in senior management positions.

- **PARTICIPATION GAP**

The second challenge is characterised by a gender imbalance in organisations' workforce as a whole which can be seen at all levels, including with frontline positions.

Visualising the data is helpful in identifying the shape and scale of the two challenges as illustrated in the diagram below.



The Power Gap example shows 70% of non-management being female with progressively less representation at higher levels of seniority. The Participation Gap example shows a low level of female participation overall (30%) but with women represented evenly through management and governance.

There are industries and organisations that are doing better in terms of an equitable gender distribution of power, given their workforce. Others do better in terms of participation at lower levels but have work to do on distribution of power.

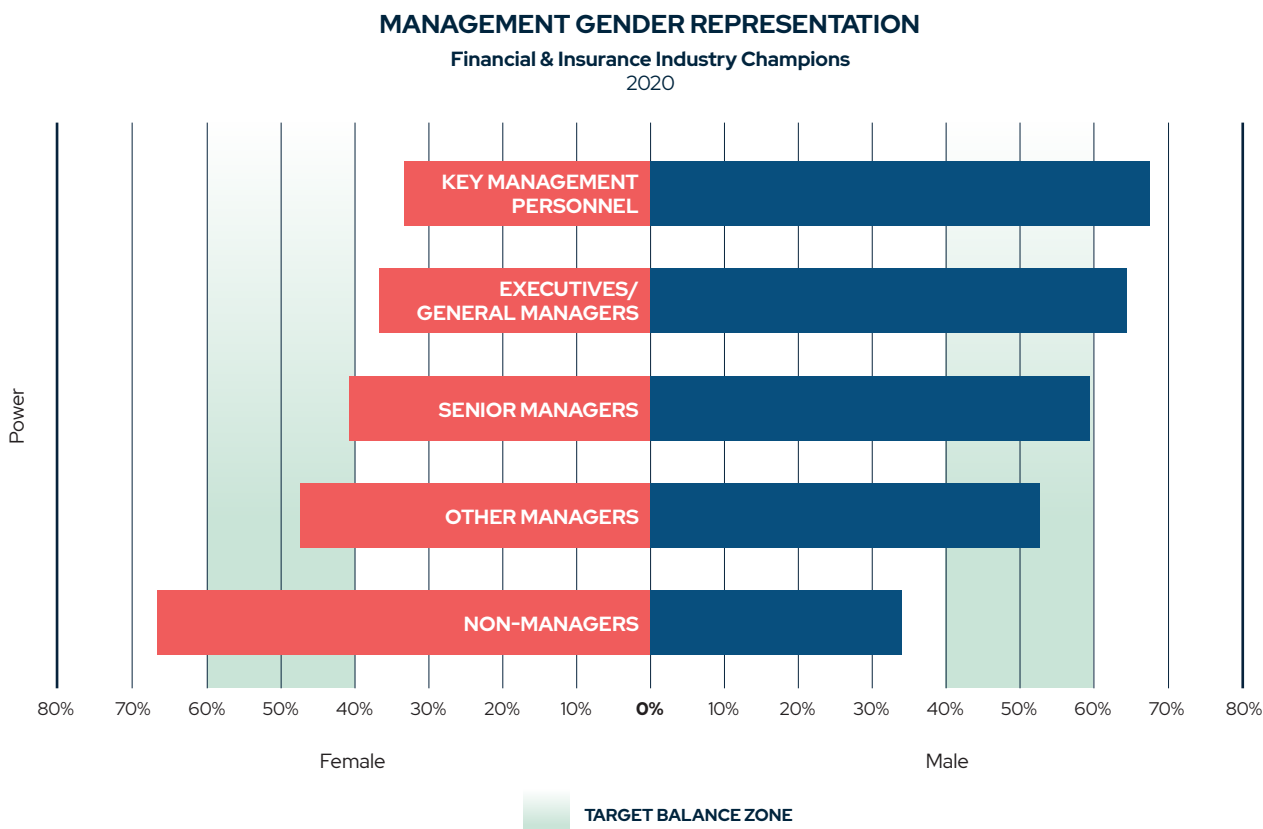
The reason it is helpful to understand the gender balance through these two frames is that they call for different responses from Champions. For example, in the case of a power imbalance, the response could include a combination of lateral hires, providing junior management opportunities (even by way of secondment) and investing in leadership development. Meanwhile, in the case of a participation imbalance, responses could include partnering with the education sector, scholarships and targeted campaigns in schools.

On the pages that follow, some gender representation results are provided in a way that illustrates these challenges.

## POWER GAP

Increased seniority in an organisation is generally accompanied by factors such as more budget authority, greater share of voice, broader span of control and more significant influence over organisational culture and strategic decisions. Put simply, senior roles are more powerful than more junior ones.

While we have a target range for gender representation of between 40%–60% at all levels, some industries and organisations exhibit significant representation differences between frontline, non-management staff and different levels of management. That is, the more senior in an organisation you look, the fewer women you are likely to find. We have called this the ‘*power gap*’.



As an illustration of what the power gap can look like, the graph above shows the gender representation by management level for Champions in the Financial and Insurance industry in 2020. It shows that while women hold 2 out of 3 non-management positions in the Financial and Insurance industry, men hold a progressively higher proportion of positions with greater levels of seniority. Ultimately, men hold 2 out of 3 Key Management Personnel (KMP) positions – a ‘flipping’ of gender representation. This suggests that men are more likely to be promoted and/or hired into management roles in this industry.

In this context, it is reasonable to ask whether 40% female representation in management is a fair goal for the Financial and Insurance industry. If 66% of its non-management workforce is women, it could be argued that the goal should be more ambitious.

Whatever the ultimate target might be, there are a range of steps that organisations can take to address the power gap. These might include reviewing systems and cultures for bias, strategic use of secondments to provide management experience, lateral hires into senior positions and investments in leadership development. In that effort, the collective experience and strength of the Champions is a useful resource on which to draw as we look to learn from each other and address imbalances like this.



## PARTICIPATION GAP

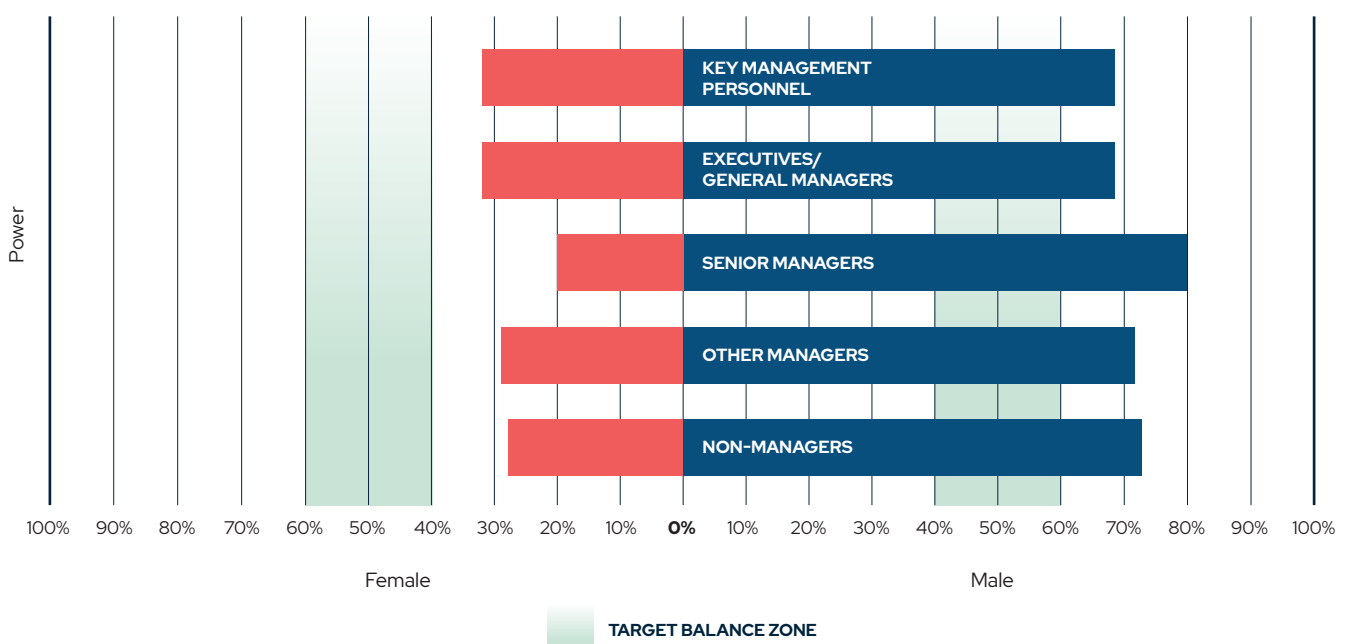
Distinct from the power gap, the participation gap relates to those industries and organisations with a gender representation imbalance at all levels, including at non-management level. We have called this the '*participation gap*'. The associated challenges are more external in nature in that they tend to relate to a talent pipeline with appropriate skills and qualifications which is less diverse.

The graph below is based on a selection of Champion organisations which have less than 40% female representation at non-management level. What it shows is that although they have lower representation overall, it is reasonably consistent at each level of management. This suggests that they are doing a comparatively good job of promoting and hiring women into management roles given their low level of participation overall.

### MANAGEMENT GENDER REPRESENTATION

Champions with less than 40% Female Non-Managers

2020



In contrast to the Finance and Insurance industry, a target of 40% women in some of these organisations may be a stretch target which will need to be achieved in partnership with numerous others, with a lot of effort and leadership, over a longer timeframe.

Responses to address the participation gap could include promoting these industries as a career option for young women, providing scholarships targeted at women and working to remove barriers which may discourage women from working in those industries. This could involve working with schools, education providers, internal and industry-wide initiatives and more.

Examples of power and participation gaps by organisation can be found in the individual results which follow – as can examples of organisations that are managing a good balance on both measures.

## CHAMPIONS' RESULTS

## 2020 Female representation by Champion organisation

Champions have committed to a target range of 40% - 60% gender balance. The table below shows the female representation for each Champion organisation in 2020.

Target balance achieved (40%-60%) Out of target balance Category not applicable

| Organisation                   | Board | KMP    | Other Execs/GMs | Senior Management | Other Managers | Non-Managers | Workplace Participation |
|--------------------------------|-------|--------|-----------------|-------------------|----------------|--------------|-------------------------|
| ACC                            | 57.1% | 33.3%  | -               | 51.5%             | 64.3%          | 68.2%        | 67.1%                   |
| ANZ                            | 50.0% | 25.0%  | 26.4%           | 30.8%             | 43.8%          | 68.1%        | 58.5%                   |
| ASB                            | 28.6% | 23.1%  | 34.5%           | 39.0%             | 42.4%          | 65.1%        | 56.5%                   |
| Auckland Council               | -     | 54.5%  | 49.1%           | 49.7%             | 50.3%          | 61.4%        | 59.9%                   |
| AUT                            | -     | 52.6%  | -               | 57.3%             | 56.8%          | 60.3%        | 60.0%                   |
| Bay of Plenty Regional Council | -     | 100.0% | 60.0%           | 44.4%             | 39.5%          | 61.4%        | 58.5%                   |
| Bell Gully                     | 16.7% | -      | 31.8%           | 62.2%             | 83.3%          | 68.6%        | 62.1%                   |
| BNZ                            | 44.4% | 36.4%  | 36.6%           | 39.5%             | 55.3%          | 76.3%        | 57.9%                   |
| Chorus                         | 28.6% | -      | 22.2%           | 35.6%             | 43.8%          | 41.8%        | 41.4%                   |
| Contact Energy                 | 50.0% | 33.3%  | 28.6%           | 46.4%             | 35.3%          | 47.9%        | 45.9%                   |
| Deloitte                       | 44.4% | 35.7%  | 26.4%           | 45.6%             | 46.9%          | 57.7%        | 50.6%                   |
| EY                             | -     | 37.5%  | 16.3%           | 38.4%             | 52.2%          | 58.3%        | 53.0%                   |
| Fletcher Building              | 28.6% | 18.2%  | 29.2%           | 11.8%             | 17.5%          | 23.7%        | 22.2%                   |
| Fonterra                       | 18.2% | 20.0%  | 34.0%           | 29.5%             | 38.3%          | 27.3%        | 29.0%                   |
| Genesis Energy                 | 42.9% | 22.2%  | 40.0%           | 48.6%             | 32.4%          | 43.8%        | 42.5%                   |
| Goodman                        | 25.0% | 28.6%  | -               | 25.0%             | -              | 55.0%        | 43.3%                   |
| GSK                            | -     | 62.5%  | -               | -                 | 50.0%          | 61.4%        | 59.7%                   |
| Hays                           | 44.4% | -      | 50.0%           | 33.3%             | 42.1%          | 61.8%        | 57.6%                   |
| Heartland Group                | 37.5% | 44.4%  | 29.4%           | 42.3%             | 58.1%          | 52.7%        | 51.4%                   |
| IBM                            | 50.0% | -      | 0.0%            | 20.0%             | 23.8%          | 16.0%        | 17.1%                   |
| KPMG                           | 16.7% | 30.0%  | 30.5%           | 50.0%             | 57.1%          | 58.8%        | 53.3%                   |
| McKinsey & Company             | -     | 0.0%   | 0.0%            | -                 | -              | 62.5%        | 35.7%                   |
| MinterEllisonRuddWatts         | 40.0% | 28.6%  | 50.0%           | 69.9%             | 0.0%           | 71.7%        | 64.6%                   |
| NZ Police                      | -     | 31.6%  | 21.0%           | 30.2%             | 23.3%          | 40.2%        | 36.4%                   |
| NZ Post                        | 50.0% | 12.5%  | 40.5%           | 31.1%             | 52.2%          | 55.6%        | 54.7%                   |
| NZTE                           | 50.0% | 37.5%  | -               | 46.9%             | 47.4%          | 59.7%        | 56.4%                   |
| NZX                            | 38.5% | 27.3%  | -               | -                 | 38.9%          | 46.3%        | 43.6%                   |
| Paymark                        | -     | 100.0% | 50.0%           | 50.0%             | 35.0%          | 35.4%        | 36.5%                   |
| Ports of Auckland              | 22.2% | 30.0%  | 20.3%           | 33.3%             | 22.4%          | 16.4%        | 17.7%                   |
| PwC                            | 40.0% | 33.3%  | 35.8%           | 53.6%             | 55.8%          | 54.0%        | 50.3%                   |
| Russell McVeagh                | 50.0% | 66.7%  | 35.7%           | 54.8%             | 75.0%          | 64.8%        | 60.1%                   |
| Saatchi & Saatchi              | -     | 0.0%   | -               | 85.7%             | 55.6%          | 64.3%        | 63.0%                   |
| SkyCity                        | 40.0% | 33.3%  | 18.2%           | 35.3%             | 39.2%          | 50.3%        | 48.9%                   |
| Spark                          | 50.0% | 50.0%  | 43.8%           | -                 | 33.1%          | 36.5%        | 36.2%                   |
| Stuff                          | -     | 37.5%  | 42.9%           | 60.0%             | 59.3%          | 55.2%        | 55.2%                   |
| Transpower                     | 57.1% | 30.0%  | -               | 40.4%             | 29.7%          | 32.7%        | 32.9%                   |
| Te Tai Ōhanga The Treasury     | -     | 100.0% | 47.6%           | -                 | 40.5%          | 50.3%        | 49.1%                   |
| Westpac                        | 50.0% | 40.0%  | 37.3%           | 48.8%             | 55.7%          | 63.0%        | 61.0%                   |

SOURCE: Company provided data

## 2018 - 2020 EVOLUTION OF FEMALE REPRESENTATION BY CHAMPION ORGANISATION

The table below shows the progress made by Champions over the last three years. It only includes those organisations that have been part of Champions for Change for all three years.

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

|                 | Board |       |       |               | KMP   |       |        |               | Other Execs/GMs |       |       |               |
|-----------------|-------|-------|-------|---------------|-------|-------|--------|---------------|-----------------|-------|-------|---------------|
|                 | 2018  | 2019  | 2020  | 2019 vs. 2020 | 2018  | 2019  | 2020   | 2019 vs. 2020 | 2018            | 2019  | 2020  | 2019 vs. 2020 |
| ACC             | 50.0% | 62.5% | 57.1% | -5.4%         | 37.5% | 37.5% | 33.3%  | -4.2%         | -               | -     | -     | -             |
| ANZ             | 28.6% | 28.6% | 50.0% | 21.4%         | 33.3% | 30.8% | 25.0%  | -5.8%         | 32.3%           | 29.1% | 26.4% | -2.7%         |
| ASB             | 33.3% | 28.6% | 28.6% | 0.0%          | 20.0% | 27.3% | 23.1%  | -4.2%         | 22.6%           | 25.0% | 34.5% | 9.5%          |
| AUT             | -     | -     | -     | -             | 62.5% | 66.7% | 52.6%  | -14.0%        | 25.0%           | 18.2% | -     | -             |
| Bell Gully      | 16.7% | 16.7% | 16.7% | 0.0%          | -     | -     | -      | -             | 24.4%           | 30.2% | 31.8% | 1.6%          |
| BNZ             | 37.5% | 42.9% | 44.4% | 1.6%          | 33.3% | 41.7% | 36.4%  | -5.3%         | 31.1%           | 33.9% | 36.6% | 2.7%          |
| Chorus          | 37.5% | 28.6% | 28.6% | 0.0%          | -     | -     | -      | -             | 40.0%           | 40.0% | 22.2% | -17.8%        |
| Contact Energy  | 50.0% | 50.0% | 50.0% | 0.0%          | 28.6% | 33.3% | 33.3%  | 0.0%          | 20.0%           | 33.3% | 28.6% | -4.8%         |
| Deloitte        | 25.0% | 33.3% | 44.4% | 11.1%         | 41.2% | 42.9% | 35.7%  | -7.1%         | 20.4%           | 22.1% | 26.4% | 4.4%          |
| EY              | 0.0%  | 0.0%  | -     | -             | 25.0% | 25.0% | 37.5%  | 12.5%         | 19.4%           | 12.2% | 16.3% | 4.1%          |
| Fonterra        | 18.2% | 18.2% | 18.2% | 0.0%          | 22.2% | 28.6% | 20.0%  | -8.6%         | 34.6%           | 31.9% | 34.0% | 2.1%          |
| Genesis Energy  | 50.0% | 50.0% | 42.9% | -7.1%         | 37.5% | 25.0% | 22.2%  | -2.8%         | 28.6%           | 40.0% | 40.0% | 0.0%          |
| GSK             | 45.5% | 41.7% | -     | -             | 61.5% | 100%  | 62.5%  | -37.5%        | 57.1%           | -     | -     | -             |
| KPMG            | 16.7% | 16.7% | 16.7% | 0.0%          | 14.3% | 22.2% | 30.0%  | 7.8%          | 30.3%           | 30.9% | 30.5% | -0.4%         |
| McKinsey        | -     | -     | -     | -             | 0.0%  | 0.0%  | 0.0%   | 0.0%          | -               | -     | 0.0%  | -             |
| MinterEllison   | 40.0% | 40.0% | 40.0% | 0.0%          | -     | -     | 28.6%  | -             | 32.6%           | 30.4% | 50.0% | 19.6%         |
| NZTE            | 42.9% | 57.1% | 50.0% | -7.1%         | 37.5% | 37.5% | 37.5%  | 0.0%          | -               | -     | -     | -             |
| Paymark         | 16.7% | -     | -     | -             | 42.9% | 42.9% | 100.0% | 57.1%         | -               | -     | 50.0% | -             |
| PWC             | 40.0% | 40.0% | 40.0% | 0.0%          | 25.0% | 33.3% | 33.3%  | 0.0%          | 27.4%           | 31.6% | 35.8% | 4.1%          |
| Russell McVeagh | 50.0% | 50.0% | 50.0% | 0.0%          | -     | -     | 66.7%  | -             | 32.5%           | 38.8% | 35.7% | -3.1%         |
| SkyCity         | 28.6% | 33.3% | 40.0% | 6.7%          | 33.3% | 36.4% | 33.3%  | -3.0%         | 22.5%           | 25.8% | 18.2% | -7.6%         |
| Spark           | 42.9% | 50.0% | 50.0% | 0.0%          | 28.6% | 42.9% | 50.0%  | 7.1%          | 40.0%           | 31.9% | 43.8% | 11.8%         |
| Transpower      | 28.6% | 62.5% | 57.1% | -5.4%         | 30.0% | 30.0% | 30.0%  | 0.0%          | -               | -     | -     | -             |
| Westpac         | 33.3% | 37.5% | 50.0% | 12.5%         | 44.4% | 44.4% | 40.0%  | -4.4%         | 38.2%           | 36.8% | 37.3% | 0.5%          |

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  | 2020  | 2019 vs. 2020 | 2018           | 2019   | 2020  | 2019 vs. 2020 | 2018         | 2019  | 2020  | 2019 vs. 2020 | 2018                    | 2019  | 2020  | 2019 vs. 2020 |
| ACC             | 49.4%             | 42.1% | 51.5% | 9.4%          | 66.4%          | 64.7%  | 64.3% | -0.4%         | 68.7%        | 67.2% | 68.2% | 1.0%          | 67.9%                   | 66.4% | 67.1% | 0.7%          |
| ANZ             | 29.4%             | 28.5% | 30.8% | 2.3%          | 42.3%          | 42.5%  | 43.8% | 1.3%          | 68.2%        | 68.5% | 68.1% | -0.4%         | 58.8%                   | 58.7% | 58.5% | -0.2%         |
| ASB             | 34.2%             | 35.7% | 39.0% | 3.3%          | 41.2%          | 41.8%  | 42.4% | 0.6%          | 66.1%        | 65.0% | 65.1% | 0.1%          | 57.1%                   | 56.5% | 56.5% | 0.0%          |
| AUT             | 61.5%             | 57.1% | 57.3% | 0.1%          | 93.8%          | 94.1%  | 56.8% | -37.3%        | 60.0%        | 60.8% | 60.3% | -0.5%         | 60.5%                   | 61.0% | 60.0% | -1.0%         |
| Bell Gully      | 74.2%             | 71.7% | 62.2% | -9.5%         | 57.1%          | 83.3%  | 83.3% | 0.0%          | 72.2%        | 71.5% | 68.6% | -2.9%         | 64.8%                   | 65.1% | 62.1% | -3.1%         |
| BNZ             | 36.4%             | 36.3% | 39.5% | 3.2%          | 55.2%          | 56.2%  | 55.3% | -0.9%         | 76.0%        | 75.7% | 76.3% | 0.6%          | 58.1%                   | 58.1% | 57.9% | -0.2%         |
| Chorus          | 26.3%             | 31.6% | 35.6% | 4.0%          | 38.7%          | 39.4%  | 43.8% | 4.3%          | 40.6%        | 41.3% | 41.8% | 0.4%          | 39.6%                   | 40.6% | 41.4% | 0.8%          |
| Contact Energy  | 50.0%             | 42.9% | 46.4% | 3.6%          | 37.7%          | 37.8%  | 35.3% | -2.4%         | 44.7%        | 48.8% | 47.9% | -0.9%         | 43.1%                   | 47.1% | 45.9% | -1.2%         |
| Deloitte        | 42.5%             | 42.5% | 45.6% | 3.0%          | 43.8%          | 36.4%  | 46.9% | 10.5%         | 55.8%        | 56.1% | 57.7% | 1.6%          | 47.6%                   | 46.8% | 50.6% | 3.7%          |
| EY              | 25.4%             | 34.6% | 38.4% | 3.8%          | 54.9%          | 49.1%  | 52.2% | 3.2%          | 57.2%        | 56.6% | 58.3% | 1.8%          | 52.2%                   | 50.4% | 53.0% | 2.6%          |
| Fonterra        | 31.8%             | 33.7% | 29.5% | -4.2%         | 38.3%          | 38.2%  | 38.3% | 0.1%          | 28.7%        | 28.6% | 27.3% | -1.3%         | 30.2%                   | 30.1% | 29.0% | -1.1%         |
| Genesis Energy  | 39.4%             | 41.9% | 48.6% | 6.6%          | 43.6%          | 33.6%  | 32.4% | -1.2%         | 46.4%        | 45.3% | 43.8% | -1.5%         | 45.8%                   | 43.7% | 42.5% | -1.2%         |
| GSK             | 28.6%             | 57.1% | -     | -             | 75.0%          | 61.9%  | 50.0% | -11.9%        | 73.5%        | 63.3% | 61.4% | -1.9%         | 63.7%                   | 60.0% | 59.7% | -0.3%         |
| KPMG            | 46.3%             | 45.1% | 50.0% | 4.9%          | 53.0%          | 53.3%  | 57.1% | 3.8%          | 56.9%        | 58.8% | 58.8% | -0.1%         | 51.6%                   | 52.4% | 53.3% | 0.9%          |
| McKinsey        | -                 | 0.0%  | -     | -             | 20.0%          | 0.0%   | -     | -             | 100.0%       | 66.7% | 62.5% | -4.2%         | 30.0%                   | 30.8% | 35.7% | 4.9%          |
| MinterEllison   | 60.8%             | 60.9% | 69.9% | 9.0%          | 76.9%          | 75.0%  | 0.0%  | -75.0%        | 69.4%        | 73.0% | 71.7% | -1.3%         | 62.7%                   | 64.0% | 64.6% | 0.5%          |
| NZTE            | 51.4%             | 50.9% | 46.9% | -4.0%         | 42.3%          | 39.5%  | 47.4% | 7.9%          | 59.7%        | 61.1% | 59.7% | -1.4%         | 57.0%                   | 57.4% | 56.4% | -1.0%         |
| Paymark         | 16.7%             | 27.3% | 50.0% | 22.7%         | 50.0%          | 56.3%  | 35.0% | -21.3%        | 37.1%        | 34.6% | 35.4% | 0.8%          | 37.1%                   | 36.5% | 36.5% | 0.0%          |
| PWC             | 54.7%             | 53.8% | 53.6% | -0.2%         | 58.4%          | 52.1%  | 55.8% | 3.6%          | 55.3%        | 53.0% | 54.0% | 1.0%          | 50.0%                   | 48.6% | 50.3% | 1.7%          |
| Russell McVeagh | 48.6%             | 41.7% | 54.8% | 13.2%         | 100.0%         | 100.0% | 75.0% | -25.0%        | 61.1%        | 62.1% | 64.8% | 2.7%          | 57.0%                   | 58.1% | 60.1% | 2.0%          |
| SkyCity         | 35.0%             | 40.0% | 35.3% | -4.7%         | 36.1%          | 37.7%  | 39.2% | 1.4%          | 50.2%        | 51.0% | 50.3% | -0.7%         | 48.3%                   | 49.5% | 48.9% | -0.6%         |
| Spark           | 34.9%             | -     | -     | -             | 37.9%          | 37.5%  | 33.1% | -4.5%         | 38.0%        | 40.1% | 36.5% | -3.6%         | 38.0%                   | 39.7% | 36.2% | -3.5%         |
| Transpower      | 34.7%             | 46.7% | 40.4% | -6.2%         | 22.0%          | 28.9%  | 29.7% | 0.8%          | 32.1%        | 32.0% | 32.7% | 0.7%          | 31.0%                   | 32.7% | 32.9% | 0.2%          |
| Westpac         | 45.4%             | 46.2% | 48.8% | 2.6%          | 60.6%          | 61.3%  | 55.7% | -5.7%         | 64.1%        | 63.5% | 63.0% | -0.6%         | 62.0%                   | 61.4% | 61.0% | -0.4%         |

SOURCE: Company provided data

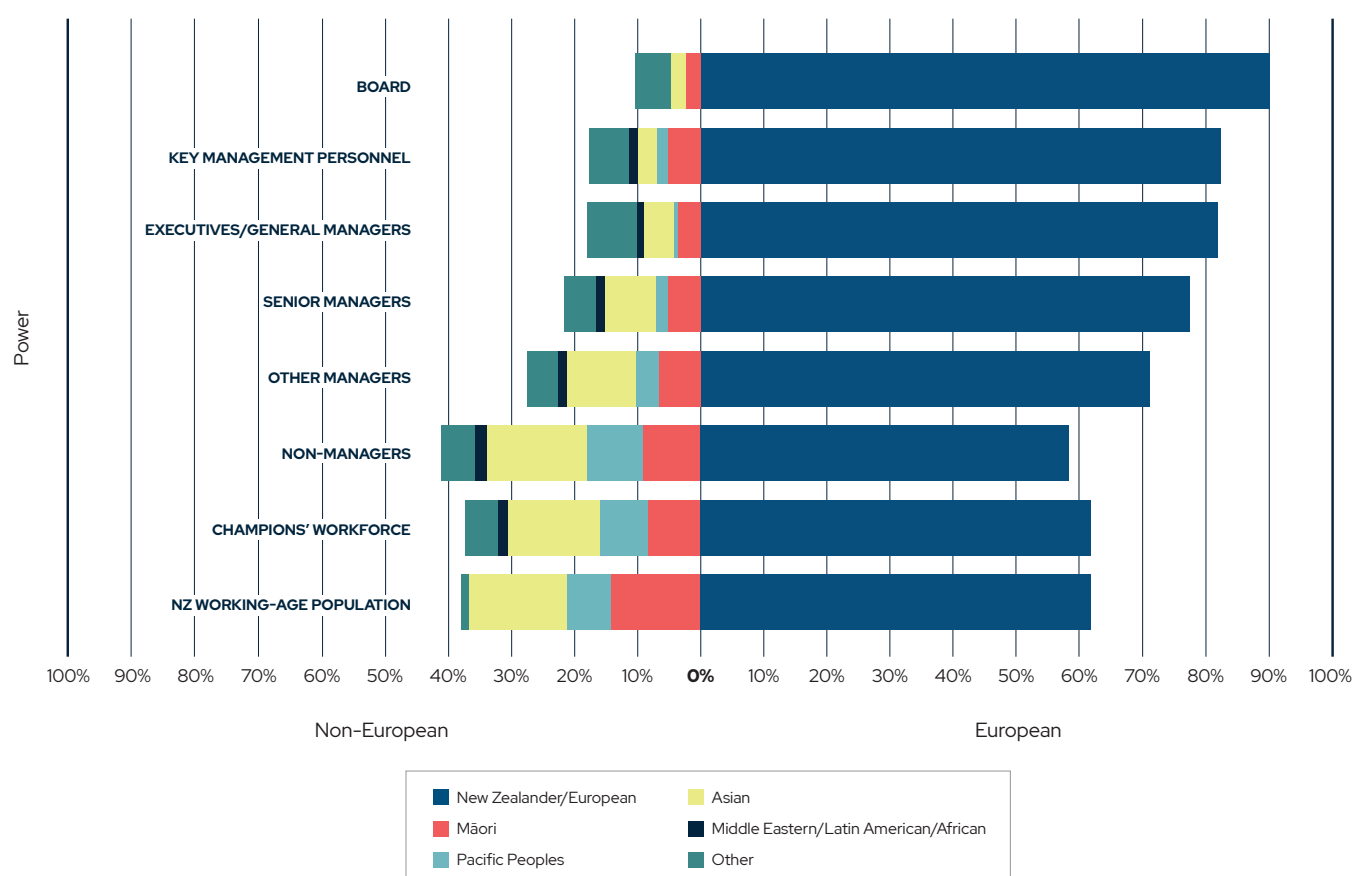
## RESULTS

# Ethnicity representation

Diversity in terms of ethnic representation at most levels in our organisations continues to be a persistent challenge, particularly for Māori and Pacific peoples. This is a matter of both participation and distribution of power.

## ETHNICITY REPRESENTATION

By work category  
2020 Champions



As we look to the future, we will need to think carefully about how we can meet the moment and ensure improved ethnic representation across our workforces.

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 social, 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. At least in relation to Māori, in addition to the Ethnicity question, the NZ Census is now asking whether respondents are of Māori descent as a distinct question.

In New Zealand, it is also not compulsory for employees to provide a response on ethnicity and there may be reluctance to declare one in a setting where an individual believes to do so could result in discrimination.

Collection of ethnicity data in Champion organisations involved employees having the opportunity to select up to three ethnicities based on the Statistics NZ Ethnic Classification System Level 2. 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. The more high quality data we can collect, the more accurate the picture will be.

2020 CHAMPIONS FOR CHANGE NZ

## Data Summary

39 WITH 115,000 +2%

**CHAMPIONS**  
PARTICIPATING IN 2020  
REPORTING

**TOTAL EMPLOYEES**  
(INCLUDING BOARD)

**INCREASE**  
IN REPORTING  
FROM 2019

GENDER DATA



ETHNICITY DATA

39

COMPANIES

115,000

EMPLOYEE RESPONDENTS

29

COMPANIES

90,000

EMPLOYEE RESPONDENTS

 **52,000**  
WOMEN

 **62,000**  
MEN

**48,000**  
**11,000**  
**7,000**  
**6,000**

NEW ZEALANDER / EUROPEAN  
ASIAN  
MAORI  
PACIFIC ISLANDERS

FROM ACROSS



APPROX. 1 IN 5 DID NOT  
SPECIFY ETHNICITY

## 6 WORK CATEGORIES

|       |                   |
|-------|-------------------|
| 0.2%  | BOARD             |
| 0.3%  | KMP               |
| 1.8%  | OTHER EXEC'S/GM'S |
| 3.9%  | SENIOR MANAGEMENT |
| 16.1% | OTHER MANAGERS    |
| 77.8% | NON-MANAGERS      |

**71,000 EMPLOYEES  
REPRESENTED**

(19,000 EMPLOYEES DID NOT STATE THEIR ETHNICITY)

THEREFORE FOCUS FOR  
2020 IS AGAIN TO INCREASE  
ETHNICITY REPORTING



## RESULTS

## Method

**DATA COLLECTION METHODS**

Led and guided by their HR and executive teams, companies that reported in 2018-2020 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, Māori, 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 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.

# looking to the future, we will be accelerating our progress by drawing on our strengths as a collective.

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Overall, this year has shown that Champions for Change are close to achieving our target of 40%–60% gender balance as a group. However, it has revealed differences among industries and Champions, with two categories of challenges emerging – the power gap and the participation gap. We are also beginning to develop a better picture of the ethnic make-up of our organisations. When we embarked on this journey towards improved diversity and inclusion, we committed to transparency around our progress and to hold each other to account. This report is a key part of both those commitments.

In order to keep driving progress, we will continue to work on improving the quality and completeness of the ethnicity data we collect. We are also considering how we might establish a baseline inclusion measurement for our workplaces. We expect this to be incorporated into future reporting, along with gender pay gap information.

Looking to the future, we will be accelerating our progress by drawing on our strengths as a collective. We must learn

from, and support each other in order to embed long-term, sustainable change.

To that end, over the next year and beyond, Champions for Change will be working together on strategies to address imbalances in our organisations. These strategies include cooperating on shifting systemic levers of change, work on creating inclusive workplace cultures and continued, focused initiatives on gender and ethnic diversity.

We began this report with a reflection on how 2020 taught us that the extraordinary becomes possible when people come together for a common purpose. We conclude on the same note, excited by what we might achieve as a team.

*Ki te kotahi te kākaho, ka whati; ki te kāpuia, e kore e whati.*

When a reed stands alone it is vulnerable, but a group of reeds together is unbreakable.

## ACKNOWLEDGEMENTS

Champions for Change is convened and supported by Global Women, and Co-Chaired by two Champions – currently Justine Smyth, Chair Spark, and Marc England, CEO Genesis Energy.

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.

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

Contact the Champions for Change at:  
[champions@globalwomen.org.nz](mailto:champions@globalwomen.org.nz)



## Now there was both the opportunity and the imperative for change.

In recent years, PwC New Zealand has been broadening its diversity efforts beyond just gender to include all ethnicities, age and backgrounds. The aim is to create an inclusive culture where everyone feels they can bring their unique perspectives and life experiences to work, enabling them to deliver at their best.

### THE MANY FORCES OF CHANGE

PwC's approach to increasing diversity and inclusion was the result of multiple factors coming together to create the opportunity - and imperative - for change.

Clients wanted to work with diverse teams across disciplines who could bring new thinking and solutions outside of traditionally defined specialist areas. The opportunity to reach new markets and new types of business, for example in the Māori economy, added to the imperative for change.

Internally, employees and potential new hires wanted

purpose-led and value-based work that contributed to issues of social significance. In addition, PwC's workplace strategy led to the creation of new work environments and cultures that enabled flexibility as well as more collaborative and agile ways of working.

### LEADING CHANGE

What this meant was that PwC made a shift from acting unconsciously in ways that unintentionally limit diversity and inclusion, to becoming more conscious of barriers and seeking to change.

This work of making the invisible visible came about through leaders in the organisation who were willing to identify and speak up about the barriers they had faced. For example, several women leaders participated in Global Women's Breakthrough Leaders programme and were able to articulate, to the Executive, the impact of unconscious bias on career advancement for women within PwC.



Employee engagement focus groups for Māori, women, parents, LGBTQI, Chinese, Asian and Pasifika employees provided insights to the Executive about the barriers they had faced and suggestions for creating greater inclusion.

Strategic hires were also instrumental in leading change. For example, recruiting a new Māori partner who led the development of the Hauora consulting practice that now includes over forty Māori employees.

As well as being open to challenge from employees, the Chief Executive and Chief Transformation Officer (a newly created role) led from the front. They advocated strongly for changes to be made

### WOMEN IN LEADERSHIP ROLES

There has been a significant increase in the proportion of women at board and executive level at PwC since 2018. This has been a result of a deliberate effort to recruit women onto the Board and promote women into the Executive. We continue to progress at the partner and director level with a 42% increase in women at this level in the past three years.

### TAKING THE NEXT STEPS

At present, PwC is focused on crystallizing its overall approach to inclusion for the next 2-3 years, with a focus on accelerating the pace of change. Key to realising its commitment to diversity and inclusion will be through collaborative development of core guiding principles and a continuous review and alignment of people policies.

Flexibility has become expected and mainstream. Employees are now self-authoring their own work hours and locations. Increasingly, emphasis is placed on what individuals contribute in the way of relationship skills as well as professional expertise.

These inclusion efforts are also being mirrored by PwC globally. It is currently creating inclusive leadership programmes that will go live next year. These support PwC's intention to equip people across the organisation with the tools to become inclusive leaders.

PwC is looking to collaborate further with other Champions to explore ways to intervene earlier in the talent pipeline to increase the diversity of new hires.



PWC NEW ZEALAND

**"At PwC we remain committed to recognising, valuing and supporting the unique differences our people bring to the firm. It's anchored in our values and purpose."**

MARK AVERILL  
CEO, PwC New Zealand

## CASE STUDY

## Westpac

## It is the sum of their collective efforts rather than one single intervention that has resulted in real change and progress.

Harnessing an approach that's as detailed as it is broad, Westpac New Zealand is proof that a well-planned network of diversity and inclusion efforts has the ability to not only impact their organisation, but also influence the greater business landscape.

Westpac's story of increasing diversity and inclusion is one of sustained commitment to change. Over the past ten years they have led a wide range of initiatives. It is the sum of their collective efforts rather than one single intervention that has resulted in real change and progress. Setting bold targets, identifying the levers for change and going after those has focussed their efforts.

### THE FOCUS FOR CHANGE

The primary focus has been on gender diversity and inclusion - increasing the number of women in senior

leadership and addressing the gender pay gap.

At partner and senior leadership levels as well as executive and board level Westpac has equal representation by women and is ahead of the average for others in the financial sector. Since 2018 there has been small but steady progress in the number of women in senior management positions to 49 % in 2020. Again, Westpac is ahead of others in the sector but there is more work to do to reach an equivalent proportion of women in non-management roles (63 %).

In 2019 Westpac researched and published their gender pay gap. They have set bold targets and have continued to implement initiatives aimed to reduce the 30.3% gender pay gap. Initiatives have included not asking women about their current salary when they are hired into the business. As Westpac leaders point out, there



is a danger in inheriting other organisations' gender pay gaps and structural inequalities if women's salaries are determined against what they have been paid by their previous employer. Instead salary scales are determined for roles and lateral hires paid in relation to those.

### EQUALITY IN HIRING PRACTICES

For Westpac, each step in the recruitment presents an opportunity to reconsider the barriers – visible or not – that limit gender diversity. One key area is the hiring process which has been adapted to ensure it addresses unconscious bias and the perceived lack of female talent in some specialist occupations.

A robust executive search policy means that recruiters need to seek out new talent pools, ensuring they're reaching a more diverse well of talent. Diverse recruitment panels have also been set up in order to minimise unconscious bias in candidate selection.

At a broader level, Westpac has started to collaborate with other corporates to explore initiatives aimed at increasing the number of girls and women in technology and other STEM subjects.

### LEADERSHIP FROM EMPLOYEES

As well as formal research, Westpac's new directions in diversity and inclusion have been influenced by insights from staff. The Diversity and Inclusion Council has set up Employee Advocacy Groups where staff share their experiences and suggestions for increasing a more inclusive environment. These groups have become incubators for inclusion where staff identify an issue then collaborate to design a solution. Westpac supports these initiatives by providing both a budget and an executive sponsor, and the initiatives would be brought to life across the organisation.

### HOW HAS WESTPAC'S WORK IN THIS AREA HAD AN IMPACT OUTSIDE OF THE BUSINESS?

Westpac's leadership in addressing the lack of women in senior leadership and the gender pay gap has put a 'peg in the sand' and other businesses have started to follow.

David McLean, Chief Executive of Westpac NZ, is a strong advocate for women in leadership and his bold leadership has had an impact on shaping the conversation at a national level.



WESTPAC

**“At Westpac NZ we will continue work on gender pay equity, and will broaden it to include a focus on the cultural diversity of our employees”**

DAVID MCLEAN  
CEO, Westpac



## RESULTS

# Champion commitments



**"...diverse, inclusive and accessible"**

## 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



**"...to foster and encourage a culture of inclusion and diversity"**

## ASB

"Our people are at the centre of everything we do. They make ASB, ASB. It's important to us that we continue to foster and encourage a culture of inclusion and diversity, ensuring women are enabled, supported and recognised in all parts of our business. For example, our Women's Influence Network events are a beacon for connection and the exchanging of ideas."

Our focus remains on identifying talent, providing opportunities and platforms to help women grow and influence the communities we work, play and live in. We're passionate about continuing to increase diversity in leadership roles. We know together, with a strong sense of belonging through embracing inclusion and diversity, we can deliver brilliant services and experiences to our customers and community."

**VITTORIA SHORTT**  
CEO, ASB



**"...we will maintain our momentum"**

## ANZ BANK NEW ZEALAND

"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**  
CEO, ANZ Bank New Zealand



**"...a senior leadership that more closely reflects Auckland's demography"**

## AUCKLAND COUNCIL

"At Auckland Council, our focus over the next 12 months is:

Progress 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.

Continue to support our women's leadership network to enable the mentoring of a range of diverse women within our organisation.

Build the capability of our people leaders and teams to work remotely to optimise our current operating context and maximise gender inclusion."

**JIM STABBACK**  
CEO, Auckland Council

## RESULTS

# Champion commitments



**"...our focus around diversity and inclusion hasn't faltered"**

## AUCKLAND INTERNATIONAL AIRPORT

*"It's been an extremely challenging year for the team at Auckland Airport, as we have shifted away from delivering transformational infrastructure to managing through a pandemic. We've continued to take a strong purpose led and values-based approach to navigating our way through, and our focus around diversity and inclusion hasn't faltered. In the 2020 financial year, we advanced women in leadership on the Board, Leadership Team and across our Senior Leader population, and our workforce remains very diverse with 44 different ethnicities represented. As we reset our business rhythms and re-establish our ways of working, this coming period will see us remain focused on creating a sense of place where everyone is able to thrive, and one where others aspire to work"*

**ADRIAN LITTLEWOOD**

Chief Executive, Auckland International Airport



**"Our aim is for 50% of our senior staff to be female."**

## AUT

*"We are pursuing initiatives to further increase in the number of women in academic and administrative leadership positions. Our aim is for 50% of our senior staff to be female. AUT programs also focus on increasing the ethnic diversity of our senior staff, specifically Māori and Pacific."*

**DEREK MCCORMACK**

Vice-Chancellor, AUT



**"...reflects the diversity of the communities we serve"**

## BAY OF PLENTY REGIONAL COUNCIL TOI MOANA

*"We are proud to have a 40:40:20 gender split in our GM and senior management categories. We will continue to build on our focus of being a truly inclusive workplace that reflects the diversity of the communities we serve, both now and into the future. Over the next year we will be working with our people to develop further flexible working options. We will also be focusing on fostering a diverse leadership pipeline by ensuring our recruitment process is truly inclusive and brings out the best in all our people and potential new colleagues"*

**FIONA MCTAVISH**

CEO, Bay of Plenty Regional Council Toi Moana



**"...we reached our goal of 25% female partners five years early."**

## BELL GULLY

*"Bell Gully will continue to build on our progress in the increasing our number of female partners. As at 1 January 2020 we reached our goal of 25% female partners five years early. The partnership has reset this goal, and we are now aiming for 33% female partners by 2025 with the longer term goal of having a 40:40:20 split across our partnership and our staff."*

*Our focus on broadening our ethnic diversity within the firm continues to be an important focus for our Diversity and Inclusion Committee, our Graduate Recruitment Partners and the partnership. Over the past two years we have seen increasingly ethnically diverse summer clerks who return to our firm as law clerks, in addition to our focus on ethnic diversity within lateral recruitment."*

**ANNA BUCHLY**

Chair, Bell Gully

## RESULTS

# Champion commitments



**"...a diverse, equitable, and inclusive culture"**

## BANK OF NEW ZEALAND

"At BNZ we are focused on building a diverse, equitable, and inclusive culture that reflects the communities we serve. A more diverse and balanced workforce drives innovation, creativity and fairness and means we can better serve our customers and contribute to building an open-minded and just society. We have increased the number of senior female leaders in our company to 38 per cent and have a target to increase this to at least 40 per cent by the end of the next financial year. Over the past two years we have undertaken several remuneration reviews to ensure we have identified and addressed gender pay parity issues although this remains an ongoing area of focus for us to ensure we are reducing the gender pay gap. We have implemented a number of initiatives and are focused on building inclusive leadership capability to enable the diverse culture we are striving for. We have made great strides but have much more to do and will continuously strive to create a better bank for our people and our customers."

ANGELA MENTIS  
CEO, Bank of New Zealand



**"We know that a diverse workforce will increase our creativity..."**

## BUDDLE FINDLAY

"Diversity and inclusion are fundamental elements of Buddle Findlay's strategic priorities. We know that a diverse workforce will increase our creativity, innovation and profitability. Diversity and inclusion will enable us to attract the best talent and provide our clients with better experiences. We are committed to being market leaders in attracting a diverse workforce and creating the best environment for our people to thrive and belong. We will know we are achieving this by measuring our growth and the impact of our initiatives."

JENNIFER CALDWELL  
Buddle Findlay



**"...a sense of belonging and inclusive work culture"**

## CHORUS

"At Chorus we strive to create a sense of belonging and inclusive work culture for our people and measure this through our regular engagement surveys. We are proud to have achieved our gender diversity target of 40:40:20 representation in our people leader population and our focus over the next 12 months is to maintain this along with concentrated effort to meet our target of having no gender pay gap by career level. This year we have introduced a new parental leave policy that provides equal access to leave provisions for all parents and have proudly maintained our Rainbow and Gender Tick accreditations. We are committed to ensuring our talent and acquisition processes are inclusive for all and continue to evolve our flexible working practices to meet the workforce needs of the future."

JB ROUSSELOT  
CEO, Chorus



**"...inclusion is deeply embedded as part of our Tikanga"**

## CONTACT ENERGY

"At Contact our plan over the next 12 months is to embed our Inclusion and Diversity Strategy focussed on the following strategic pillars; Connection and Engagement, Inclusive Culture, Equity and Leadership and Talent. Underpinned by our vision: To build a better New Zealand by reflecting the diversity of our customers and communities, and creating a culture where inclusion is deeply embedded as part of our Tikanga and our people are able to truly be themselves. This work will enable us to continue to improve our targets for equity and our aspiration for all of our people to have equal access to resources and opportunities and an increased sense of inclusion."

MIKE FUGE  
CEO, Contact Energy

## RESULTS

# Champion commitments



**"...striving to achieve equal gender representation"**

## DELOITTE

*"Deloitte has made a tangible impact increasing the proportion of women in senior roles, whether on our Board, in Senior Management or as Partners and Directors. Our success is underpinned by consistently monitoring, sponsoring and promoting our broader talent pipeline; that is also reinforced by striving to achieve equal gender representation throughout the hiring stages. Through similar programs, we are also tangibly broadening the team (at all levels) to include those who have Māori or Pasifika backgrounds. Our overall D&I results are changing the face of the firm, its culture, and positively impacting our ongoing success."*

THOMAS PIPPOS  
CEO, Deloitte



**"...diversity and inclusiveness sits at the heart of everything we do"**

## EY

*"At EY, diversity and inclusiveness (D&I) sits at the heart of everything we do and we regularly test our goals to see that we are achieving positive cultural change. Flexible working is a top enabler for D&I and we are building on the progress we've made this year to further embed flexibility into our workplace culture. We could not be prouder of how our people have responded to the current pandemic; the decision to work remotely was embraced across the practice and our people have continued to be motivated and engaged delivering to our clients as well as supporting each other."*

SIMON O'CONNOR  
Managing Partner, EY



**"We are building momentum through a wide range of initiatives..."**

## FLETCHER BUILDING

*"At Fletcher Building we are committed to a culture where everyone can achieve their potential and feels valued as part of the success of our organisation. Our Inclusion and Diversity strategy is focused on fostering an inclusive workplace culture, increasing the representation of women at all levels, and increasing leadership opportunities for women and under-represented ethnicities. We are building momentum through a wide range of initiatives such as our partnership with the GirlBoss Advantage programme to bring more women into our industry, our youth Connect leadership programme which harnesses Māori and Pasifika values and we're proud to have been a Rainbow Tick organisation for 5 years."*

ROSS TAYLOR  
CEO, Fletcher Building



**"...everyone can be themselves and at their best"**

## FONTERRA

*"Our Co-op cares about being a diverse and inclusive place to work, where everyone can be themselves and at their best. It's good for our people and the Co-op."*

*At the same time we recognize we can always do more. In the year ahead, we will continue to hold ourselves to account through our aspirational D&I targets.*

*We will also encourage all our people to bring our guiding philosophy of 'Good Together' to life in everything we do. We will do this through our values which are all about thinking differently and challenging boundaries, doing what's right because it feels right, and then making it happen, together. You, me, us together. Tātou, Tātou"*

MILES HURRELL  
CEO, Fonterra



## RESULTS

# Champion commitments



**"...a truly diverse talent base which looks like New Zealand"**

## 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 customer-driven aspiration; having a truly diverse talent base which looks like New Zealand."*

**CHRIS QUIN**  
CEO, Foodstuffs North Island



**"...people in our organisation reflect the diverse make-up of our country"**

## GLAXOSMITHKLINE

*"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



**"We are working hard to empower our people..."**

## GENESIS ENERGY

*"Our strategic objective is to create a culture of belonging. To achieve this we will draw on data and insights and our diverse representation. We will continue to seek equitable opportunities across the breadth of our employee journeys and lay the groundwork to ensure people can feel proud and confident to be themselves here at Genesis. We are working hard to empower our people and our communities through the standing up of an Inclusion Council, partnership with local Iwi and communities to create education and training pathways, and evolution of flexible working to further embed practices that support our people to manage their work and personal priorities."*

**MARC ENGLAND**  
CEO, Genesis Energy



**"...an inclusive and diverse culture provides a greater variety of views and ideas"**

## 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 our brand values and recognises that an inclusive and diverse culture provides a greater variety of views and ideas, leading to better business outcomes. We have maintained our focus through this year's challenges, extending flexible working arrangements and supporting our team with new technologies and equipment. The pandemic has reinforced, that it is our people that are the real strength of our business."*

**JOHN DAKIN**  
CEO, Goodman

## RESULTS

# Champion commitments



**"diversity must be evident at all levels of our business..."**

## HAYS

*"At Hays, we are committed to equality, diversity and inclusion in all its forms within the workplace. We believe that diversity must be evident at all levels of our business and reflect the markets and communities we serve in New Zealand. Over the next 12 months our focus is to sustain our ongoing efforts in the areas of Gender, Ethnicity, Indigenous, LBGTQI+ and Disability. To continue on our equality, diversity and inclusion journey, Hays have launched our ED&I Promise. This Promise aims to achieve significant change by reviewing internal recruitment strategies, building on inclusive recruitment and unconscious bias training, and better understanding our diversity profile."*

ADAM SHAPLEY  
Managing Director, Hays



**"We are committed to our 40:40:20 recruitment and pipeline policies..."**

## KPMG

*"At KPMG, our purpose is fuelling the prosperity of New Zealand for all New Zealanders. That purpose explicitly requires us to focus on equity of outcomes, and to address inequity with the work that we do. Real progress on inequity can only be achieved if our own people bring diversity of experience and perspective to their work."*

*We are committed to our 40:40:20 recruitment and pipeline policies. We have introduced new programmes during 2020 designed to accelerate the achievement of 40:40:20.*

*Our biggest challenge remains the gender, ethnicity and other diversity of our partner group, and our board and executive are moving to harder targets and actions to accelerate that change."*

MATT PRICHARD  
Executive Chairman, KPMG



**"Our people are our future..."**

## 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."*

DAVID HOOK  
Country Leader, IBM



**"having a diverse and inclusive workplace are key success factors..."**

## 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. In light of the current COVID-19 pandemic, we want to re-affirm our commitment to growing and celebrating our diversity at Heartland and continuing to build a culture of inclusion. We recognise that having a diverse and inclusive workplace are key success factors for resilience, recovery and reimagination, all of which are essential for businesses in the current economic climate. Our key areas of focus are to achieve (and where already achieved, to maintain) an equal gender balance at all levels of the organisation and to be recognised as an employer of choice for Māori. In doing so, we are creating a pathway to being a workplace that is welcoming to all cultures and ethnicities."*

JEFF GREENSLADE  
CEO, Heartland Group

## RESULTS

# Champion commitments



**"we will sustain our ongoing efforts..."**

## MCKINSEY & COMPANY

"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 2021."

DAVID PRALONG  
Senior Partner, McKinsey & Company



**"the real measure of an organisation is its culture..."**

## MINTER ELLISON RUDD WATTS

"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



**"building inclusive leadership throughout the organisation..."**

## NEW ZEALAND POLICE

"New Zealand Police commits to delivering an Inclusion Strategy which will encompass our strategic intent around diversity and inclusion, bias and cultural competence. New Zealand Police commits to building inclusive leadership throughout the organisation. New Zealand Police commits to identifying and working to mitigate sources of organisational bias."

COMMISSIONER ANDREW COSTER  
New Zealand Police Commissioner, New Zealand Police



**"Diversity and Inclusion has taken a huge step forward..."**

## NEW ZEALAND POST

"This year our focus on Diversity and Inclusion has taken a huge step forward as we take deliberate action and channel our efforts further in this area. As well as it being one of my personal priorities, we've now got a well-articulated and supported strategy that not only gives us clarity on our aspiration but gives a strategic focus to the activity we undertake. And that aspiration is driving change and making a difference throughout NZ Post."

Most recently we've gained the Rainbow Tick. It's taken a lot of hard work, honest conversations and reflection on what the experience at NZ Post is really like for our colleagues who identify within the Rainbow Community, and this brings us another step closer to all our people feeling they can be themselves, feel valued and that they belong. We've got more work to do to ground our organisation in the commitments we've made as part of the Rainbow Tick.

DAVID WALSH  
CEO, New Zealand Post

## RESULTS

# Champion commitments



**"commitment to diversity makes our global team stronger..."**

## NEW ZEALAND TRADE & ENTERPRISE

"NZTE is deeply committed to becoming a diverse and inclusive organisation. We are a very dispersed 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 current focus is on ensuring women continue to be represented in leadership roles (by actively delivering on our 40:40:20 targets), increasing our engagement with Māori, and ensuring that all ethnicities and cultures globally feel that they belong. Our recent round of internal Diversity and Inclusion research will reshape and drive the next phase of our commitment."

PETER CHRISP

CEO, New Zealand Trade & Enterprise



**"all staff can feel free to bring their whole selves to work..."**

## 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



**"we aim to lead by example..."**

## NZX

As the operator of New Zealand's exchange, NZX has a leadership role in encouraging strong corporate governance across the listed markets. We are committed to the importance of setting and reporting diversity policy and objectives by all listed issuers, and we aim to lead by example. Over the next 12 months NZX will advance our ESG reporting to international standards. Reporting our track record in providing equitable opportunities to employees in recruitment and the workforce is highly relevant to today's investors.

NZX is now seeing the rewards of a journey over recent years to build an inclusive culture, so everyone across our diverse workforce feels they belong. Each year we refresh our Diversity & Inclusion objectives to focus on further progress. Over the next 12 months NZX has committed to expand the lenses through which we recognise and value diversity – beyond gender, age and ethnicity – to include other factors that influence diverse thinking. We will measure our success in attracting diverse talent in our recruitment pipeline. These analyses drive targeted actions to help us attract and retain today's talent, and leverage the diversity we have to drive growth in our business. We have also recommitted to support youth employment, to build the financial services workforce of tomorrow.

MARK PETERSON

CEO, NZX

## RESULTS

# Champion commitments



**"recognising, valuing and supporting the unique differences our people..."**

## PWC NEW ZEALAND

*"At PwC we remain committed to recognising, valuing and supporting the unique differences our people bring to the firm. It's anchored in our values and purpose. As part of our firm strategy, we will continue to focus on diversity of gender at all levels of our business. We are clear on our position around the importance of strong female leadership representation, where our adoption of the 40:40:20 principle holds us to account. Our investment in building Te Ao Māori through our Te Māramatanga programme remains and over the coming year we are placing more focus around how we attract and support talented Māori and Pacific students to PwC."*

**MARK AVERILL**  
CEO, PwC New Zealand



**"...supports all of our people achieving their potential"**

## 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



**"we are happy with the progress we have made..."**

## 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



**"...understanding and leveraging diversity of thought..."**

## SKYCITY ENTERTAINMENT GROUP

*"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."*

**MICHAEL AHEARNE**  
CEO, SkyCity Entertainment Group



## RESULTS

# Champion commitments



**"reflect a balanced approach to gender and ethnic representation..."**

## SPARK

*"Though continued purposeful actions and initiatives we are focussed on moving our numbers to reflect a balanced approach to gender (40:40:20) and ethnic representation. Our goal is to achieve a 6% increase in gender representation which would increase to 40% females across Spark by 2022."*

**JOLIE HODSON**  
CEO, Spark



**"...leveraging the diverse skillsets and experiences of all our people..."**

## TE TAI ŌHANGA THE TREASURY

*"We remain committed to inclusion and diversity at the Treasury as pivotal to achieving our strategic intent - raising living standards for all New Zealanders. Mahi in the coming 12 months at the Treasury will focus on embedding flexible working, supporting women into first-line leadership roles and strengthening inclusive working practices. It's about leveraging the diverse skillsets and experiences of all our people and supporting them to be their best."*

**DR CARALEE MCLIESH**  
Chief Executive and Secretary to the Treasury,  
Te Tai Ōhanga The Treasury



**"we are committed to increasing female representation..."**

## TRANSPOWER NEW ZEALAND

*"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



**"We will encourage employees to share their cultural identity..."**

## WESTPAC

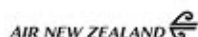
*"At Westpac NZ we will continue work on gender pay equity, and will broaden it to include a focus on the cultural diversity of our employees. We will encourage employees to share their cultural identity. This baseline will enable us to identify and develop a meaningful employee experience for all our people, better reflecting the diversity of our workforce, customers and community."*

**DAVID MCLEAN**  
CEO, Westpac

## PRINCIPAL PARTNERS



## MAJOR PARTNERS



## SUPPORT PARTNERS



## ASSOCIATE PARTNERS



The data collection 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.globalwomen.org.nz/champions-for-change](http://www.globalwomen.org.nz/champions-for-change)