



Diversity & Inclusion Impact Report 2021

 GLOBAL WOMEN

 ChampionsforChange

**It is through our
togetherness
and sharing the
best of what we
learn, that we
will succeed.**

E te tī, e te tā, e ngā karangatanga maha o te motu, anei rā ngā mihi mahana ki a koutou katoa. E ai ki te kōrero, nāu te rourou, nāku te rourou, ka ora ai te iwi. Ahakoa ngā tini uauatanga o te wā, ahakoa te nuinga o ngā mahi kei mua i a tātou – me mahi tahi tātou.

It is axiomatic that we are stronger together. However, the pandemic has brought greater scrutiny to the question of who is included in that togetherness – and who is not.

It is said that COVID-19 hasn't created inequities – it has revealed, accentuated and exacerbated those that were already there. In the case of women, this includes more precarious employment, a larger share of unpaid labour, occupational segregation and an attendant pay gap. The pandemic has seen more women lose their jobs, continue to carry a larger share of family responsibilities and more likely to be required to attend their workplaces in Alert Level 4. These are symptoms of whole-of-society challenges but, as a group of leaders, we recognise that we have a part to play in addressing them.

The Champions for Change vision is an equitable and prosperous Aotearoa New Zealand, brought about by diverse and inclusive leadership. We are working towards achieving gender balance and increasing Māori and Ethnic diversity at all levels of our organisations. Doing so sits at the nexus of creating stakeholder/shareholder value and social justice. On the evidence, it is the best thing to do for our businesses, organisations and economy and the right thing to do for our teams, our communities and our society.

Champions for Change are ahead of our comparators on gender balance but acknowledge our progress has been slow. Some organisations have made significant change while others have found it more challenging. We are in the process of addressing this.

Together, we are formulating a work programme centred on four Focus Areas:

- **Increasing gender diversity**
- **Increasing Māori and ethnic diversity**
- **Leading inclusive cultures**
- **Influencing the outside world (including systemic change)**

Within each of these areas, we are developing specific, evidence-based initiatives that we will discuss in future reports. Importantly, we will collaborate with, learn from and support one another in our shared desire to make change. It is through our togetherness and sharing the best of what we learn and have with each other that we will succeed. Nāu te rourou, nāku te rourou, ka ora ai te iwi.

Nā māua noa, nā

Justine Smyth | Marc England
Co-Chairs Champions for Change



COMMITMENT STATEMENTS



“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



“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

We are developing a work programme to accelerate change in our organisations and beyond. Emphasising collaboration and what we can do together as a team, we are shaping initiatives across four focus areas.



**Increasing
gender
diversity**



**Increasing
Māori & Ethnic
diversity**



**Leading
inclusive
cultures**



**Influencing the
outside world**

The original intention of the Champions for Change Diversity and Inclusion Impact Report was to monitor our collective and individual progress towards our shared goal of reaching between 40% – 60% women in our organisations, at all levels.

This goal is also known as achieving “gender balance” or “40:40:20”, which is a reference to a target minimum of 40% women, a minimum of 40% men and the remaining 20% being made up of men, women and gender diverse peoples. A key function of this report remains to hold ourselves to account for this commitment.

Since then, we have expanded our data collection to include ethnicity information for our workforces. This has proved more challenging than gender in terms of coverage and consistency. However, as we have increased our focus on ethnic diversity and inclusion efforts in our work programme, we remain committed to building a better understanding of the ethnic make-up of our organisations. This will inform our efforts to lead more inclusive cultures in our workplaces.

In our 2020 report, we examined our data on the gender and ethnic composition of our organisations through the dual lenses of participation and power.

Participation Gap

A participation gap can be said to exist in industries and organisations where women make up less than 40% of the overall workforce.

Power Gap

A power gap exists in industries and organisations where there is a substantial difference between the proportion of women in junior roles and those in more senior roles.

These two concepts are important to keep distinct because they call for different strategic responses. Our focus on them both at the same time also reflects the Champions for Change view that it is not enough for women to be present. In order for women to be truly included and for organisations to reap the well-evidenced benefits of greater diversity at senior levels, women must have an equitable share of voice, contribution to decision-making and leadership.

This report continues the exploration of participation and power across our organisations, drawing on appropriate comparisons where we can in order to better understand how we are doing. We also identify areas for further development, particularly in respect of the coverage, content and consistency in the data that we collect.

PwC's Inclusive Culture

At PwC New Zealand we encourage an inclusive culture where everyone feels they can be themselves at work. We do this by celebrating, and seeking out, different perspectives, stories and life experiences to share. An inclusive culture helps our people to see our firm as one they are proud to be part of.

Fostering this culture is critical to attracting and retaining talent and remaining relevant for our clients and wider community. It helps fulfill our purpose – to build trust in society and solve important problems.

Our approach to inclusion centers on empowering our people so they can help drive the cultural change they want to see. Firm leadership's role is to establish a solid platform of resources and frameworks and then make space for our people to bring change to life.

As part of this approach, we regularly review our ways of working, policies and processes to ensure they support our inclusive culture and adjust them if needed. Over the past 12 months three key areas of change have particularly resonated with our people – flexibility, parental leave and our commitment to te reo Māori.

Updating our approach to flexibility

Following the return to our offices after the first COVID-19-related lockdown in July 2020, we interviewed our people to understand what more they needed from our established flexibility policy. This led to the creation of our Flexibility Principles which were introduced to help our people discuss ways of working, and consider the different needs of clients, their role, life, team, and firm when deciding on the best way to work.

To help people embrace the Principles, we also provided resources and support for teams to discuss how they could adapt, align and commit to adopting them in a way that empowers everyone.

Our Flexibility Principles are having an impact. In our 2021 people engagement survey, 68% of employees stated they

have discussed how to adopt the Principles within their teams. It also revealed a significant shift in perceptions about how flexibility impacts career progression. Of those who have discussed how to adopt the Flexibility Principles, 84% feel there is no negative career impact.

Improving our Parental Leave offering

Our Parental Leave offering has also been amended to be more inclusive and equitable. We want to assist parents in ways that support them financially and provide the flexibility they need to balance home life and career. Our paid parental leave and ongoing financial support, now applies to all parents regardless of gender. We provide 18 weeks' paid parental leave to all parents, which can be taken within 24 months of their child's birth, adoption, long-term fostering, 'home for life', and whāngai. The policy is separate to, and applies on top of, the New Zealand Government's paid parental leave offering.

We provide further support through Grace Papers, which gives career coaching to all employees who are thinking about extending their family, going on, and returning from parental leave.

Introducing formal recognition of te reo Māori

We have committed to the revitalisation of te reo Māori as part of our drive to build a diverse and inclusive culture. Our new policy – 'Kia puāwai te reo' – formally recognises te reo Māori as the indigenous language of Aotearoa New Zealand, the foundation of Māori culture and identity, and an official language of New Zealand that is protected as a taonga by Article 2 of Te Tiriti o Waitangi.

The policy has been named 'Kia puāwai te reo' which translates to 'let the language blossom'. It is an analogy that depicts te reo Māori as a seed to be planted and it to flourish.

We are an organisation providing a thriving environment where the language, our reo is nurtured by our people, so that it can blossom and grow.

Under the policy, we promote the use of the language within the organisation and support related initiatives, activities, events and training. It also provides practical guidelines for using the language in written and verbal communication. Our Manukura Māori business team coordinates translations to ensure that written Māori is of a consistently high standard and is authentically reflected when adapting PwC's global development resources for Aotearoa New Zealand.

The impact on our culture

These initiatives are starting to shift our culture. We are seeing more people embrace flexibility and teams work together to accommodate personal and professional commitments. New parents tell us they feel more supported through our gender neutral policy and more men are taking parental leave. And, te ao Māori is being respectfully woven throughout our HR, recruitment and development resources.

We are proud of the impact these initiatives are having and look forward to further updating them as the needs of our people and clients evolve over time.

"Our people tell us there are three main reasons why they join and stay at PwC - the people they work with, the type of work they get to do and the choices they have about how they work. These factors help us fulfill the firm's purpose and deliver clear outcomes for our clients"

- PwC New Zealand Chief People Officer, Erin Venter.

"I personally believe that diverse workforces and deliberate inclusion efforts help drive better outcomes. For me, diversity is a critical business imperative.

At PwC we have had a long standing commitment to diversity and inclusion. It's embedded into our purpose and is what we stand for.

As a firm we continue to listen to our people to ensure we create the change they want to see. This has resulted in some key policy changes, the most significant in recent months being our Parental Leave Policy. We have also made a number of people-related commitments as part of our new global strategy - The New Equation - which has included increasing ethnic identification at all levels across our business, particularly for Māori and Pacific peoples.

We are embracing flexible working practices, adopting new ways of working, and investing in upskilling and reskilling our workforce. We also recognise the journey we are on and that we have more work to do, which is why we will continue to make changes, work with others and put steps in place to drive progress."



MARK AVERILL
CEO, PwC New Zealand

Participation Gap

The first lens for our diversity analysis is the participation distribution across our Champion organisations.

A '**Participation Gap**' can be said to exist in industries and organisations where women make up less than 40% of the overall workforce.

PARTICIPATION GAP

In order to better understand our progress from where we began, where we are today and where we need to be, it is useful to consider our context. What relevant patterns can we see in industry over time? Are there country-level insights that can help position how Champion organisations are faring today and direct our thinking and ambitions for the future?

The following four industry groupings fall below the 40% participation of women in their workforces:

- Agriculture, Forestry and Fishing
- Transport, Postal and Warehousing
- Electricity, Gas, Water and Waste Services
- Construction

However, of these, we can see an encouraging representation trend in the Electricity, Gas, Water and Waste Services industry grouping. A gentler increasing trend can be observed in Construction. Meanwhile, the last two decades has seen women's representation in Agriculture, Forestry and Fishing and the Transport, Postal and Warehousing industries remain fairly static.

Working to initiate and accelerate growth in these areas is a complex task to which Champions for Change hopes to contribute. It is important work that will take willing partners across industry, government and the education sector – and it will take time.

Female Participation by NZ Industries

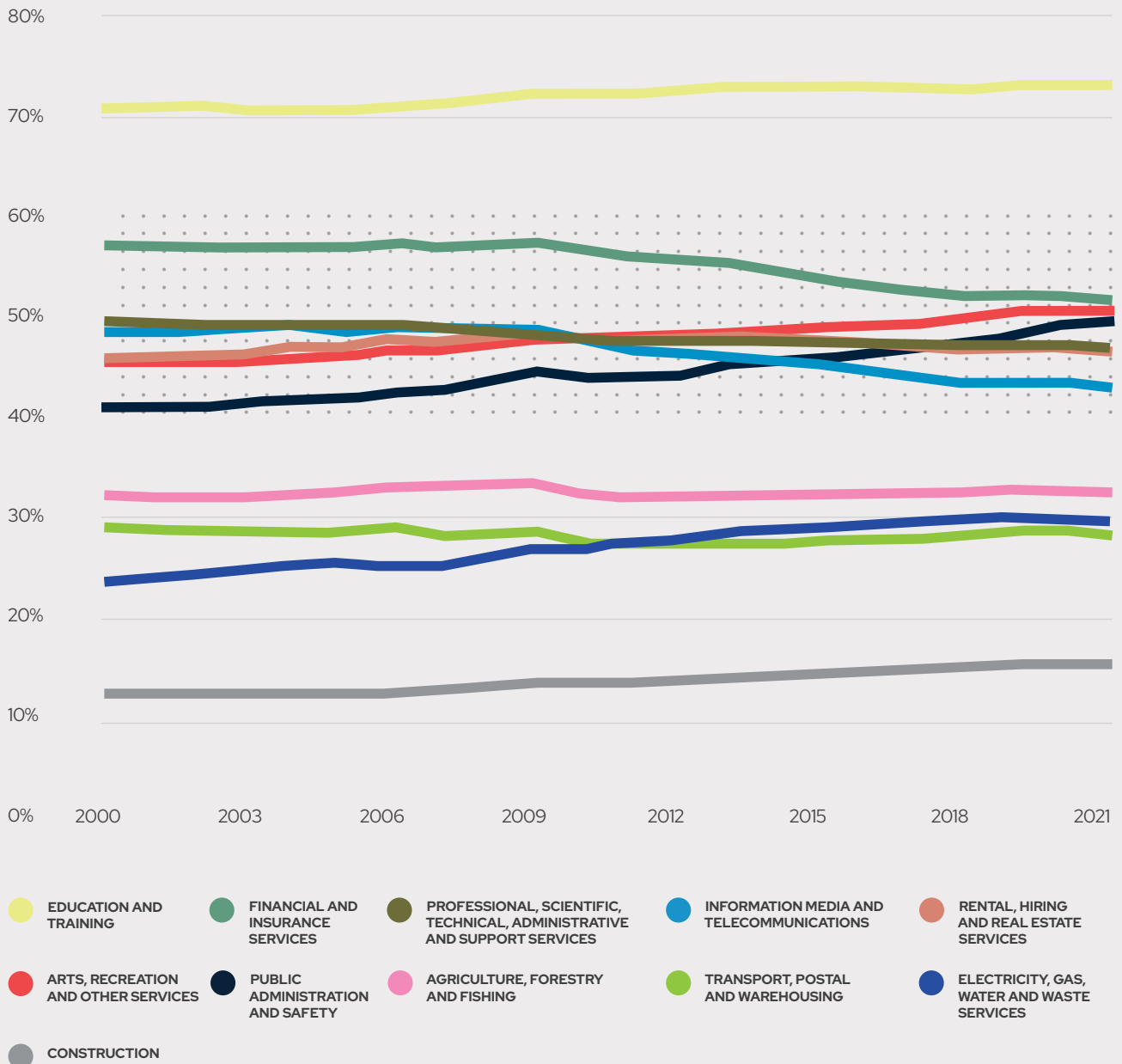


Figure 1: Female representation in New Zealand industries (NZSIOC)

PARTICIPATION GAP

Female Participation by Industry

Declining Trends

While currently falling in the “gender balance” zone, two industry groupings are seeing a declining trend in women’s participation:

- Financial and Insurance Services
- Information Media and Telecommunications

In the case of Information Media and Telecommunications, it is heading towards to the 40% mark. As it takes time to influence participation trends, arresting and reversing the direction of travel will mean taking considered action now.

Education and Training

It is evident in the data that women are over-represented in the Education and Training sector. It is, for men, what the Transport, Postal and Warehousing sector is for women. The compulsory education sector is responsible for much of this imbalance and it would be worth the considered attention of policy-makers.

Female Participation by NZ Industries & Champions 2021

● Champions ● NZ Industries

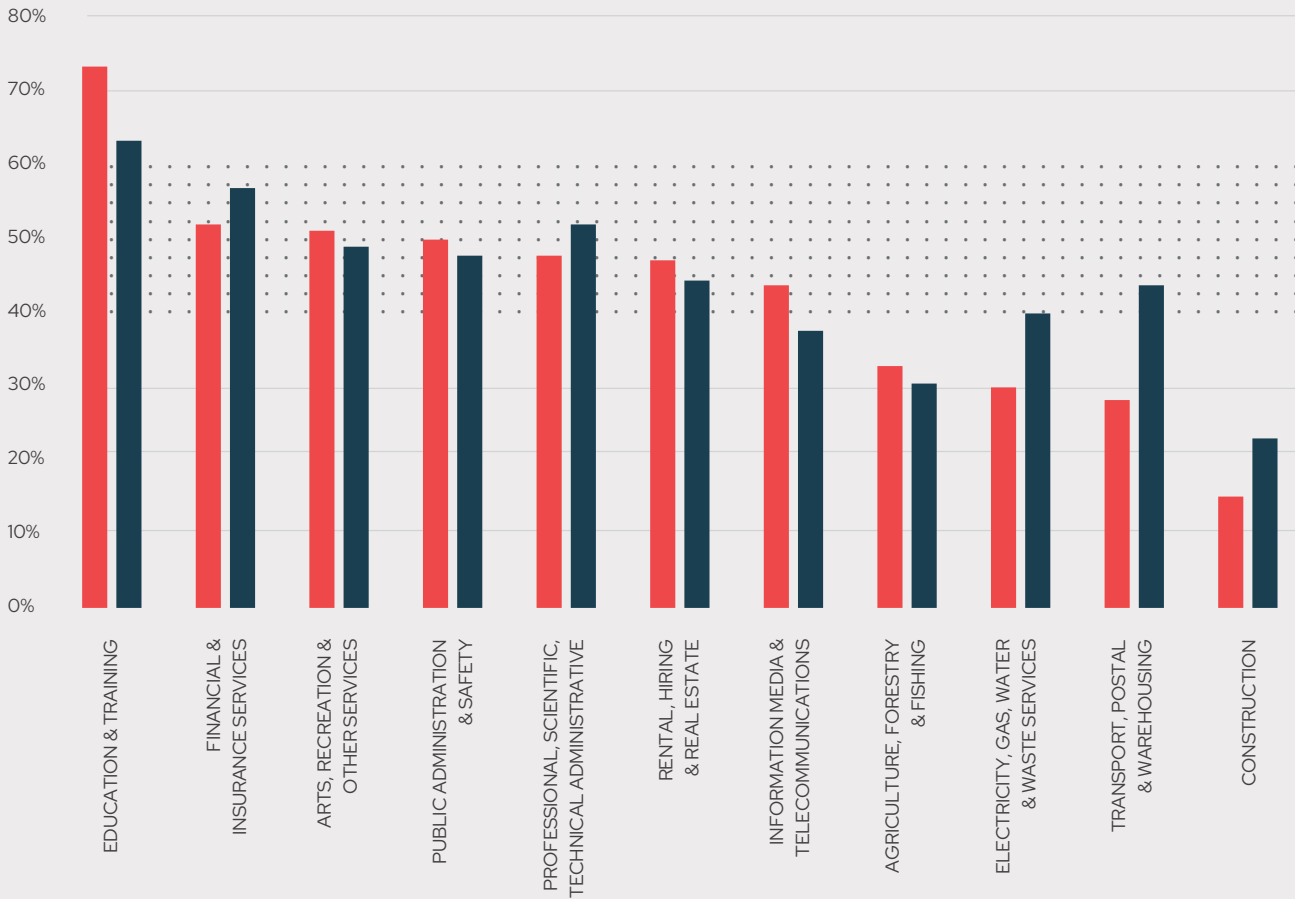


Figure 2: Female participation in New Zealand industries (NZSIOC) compared with Champion organisations

PARTICIPATION GAP

Champion Organisations

The industry categories are broad. Therefore, any conclusions one might draw from the data should be lightly-held. However, comparisons between Champion organisations and their industries can provide useful signals for areas that deserve further enquiry and explanation.

Broadly speaking, some of our “overs and unders” indicate the following:

- Champion organisations have female participation rates below their industry groupings in six of eleven industries;
- Of those six, four are within or above the gender balance range;
- Of the four industry categories without gender balance NZ-wide, Champion organisations in two of them have made it to 40% female representation, while another is markedly ahead of its industry; and
- Information Media and Telecommunications Champion organisations may be ahead of their industry grouping’s declining participation trend, falling outside the target minimum of 40% female representation in their workforce.

Some of these differences are easily explained. For instance, Champion organisations in education and training have been in tertiary education, which has a higher level of men participating than the compulsory education sector. As a result, we would expect our female participation rate to be lower than the industry as whole. However, other differences, such as those in Construction, Information Media and Telecommunications and Agriculture, Forestry and Fishing may be worth examining more closely - for both lessons to learn and priorities for action.

Participation by Skill Level

Another way of looking at Aotearoa’s workforce is by occupations and their associated skill levels.

The graph below shows the gender distribution of the nation’s workforce as a whole - and then by the skill levels associated with occupations.

Gender Participation by Occupation Skill Level, NZ

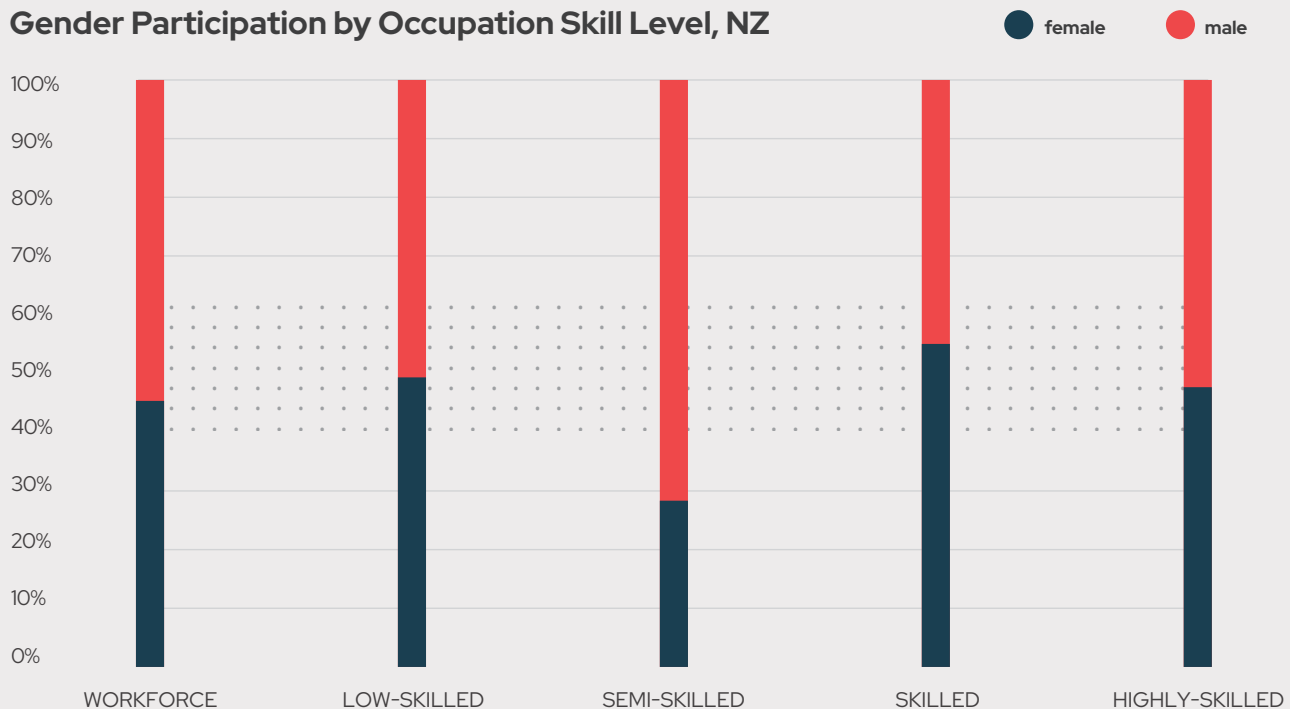


Figure 3: Gender representation in the New Zealand workforce by skill level (ANZSCO)

The largest disparity evident in the data is in the semi-skilled category, with men holding over 70% of the associated occupations. These include automotive engineering, construction trades and electricians. Women comprise more of the skilled category as a consequence of dominating office

management/administration positions at a ratio of 11:2 and health and welfare roles at a ratio of about 3:1. This category also includes ICT, Engineering and Science technician positions (the majority held by men), which explains why the difference is not greater than it is.

PARTICIPATION GAP

Earnings

It is encouraging that women hold the same proportion of highly-skilled roles as they do the overall workforce – almost half. However, a breakdown by earnings band reveals a further layer to the story.

In general, we see that the more roles earn, the smaller the proportion of women can be found in those roles. The anomaly in this is the \$50k-\$59k earnings band, which includes occupations in farming and construction.

While a skill-level analysis is fairly broad, exploration at further levels of detail reveal the same pattern, over and over.

Women hold 58% of occupations categorised as highly-skilled and “professional” but hold 30% of those paid over \$100k.

Women hold 76% of highly-skilled, professional roles in education but make up less than half of those paid in the top band.

Women in highly-skilled, professional ICT occupations, account for just 21% of the workforce but an even smaller 18% of those paid the most.

Highly-Skilled Workforce by Earnings Band & Gender, NZ

● female ● male

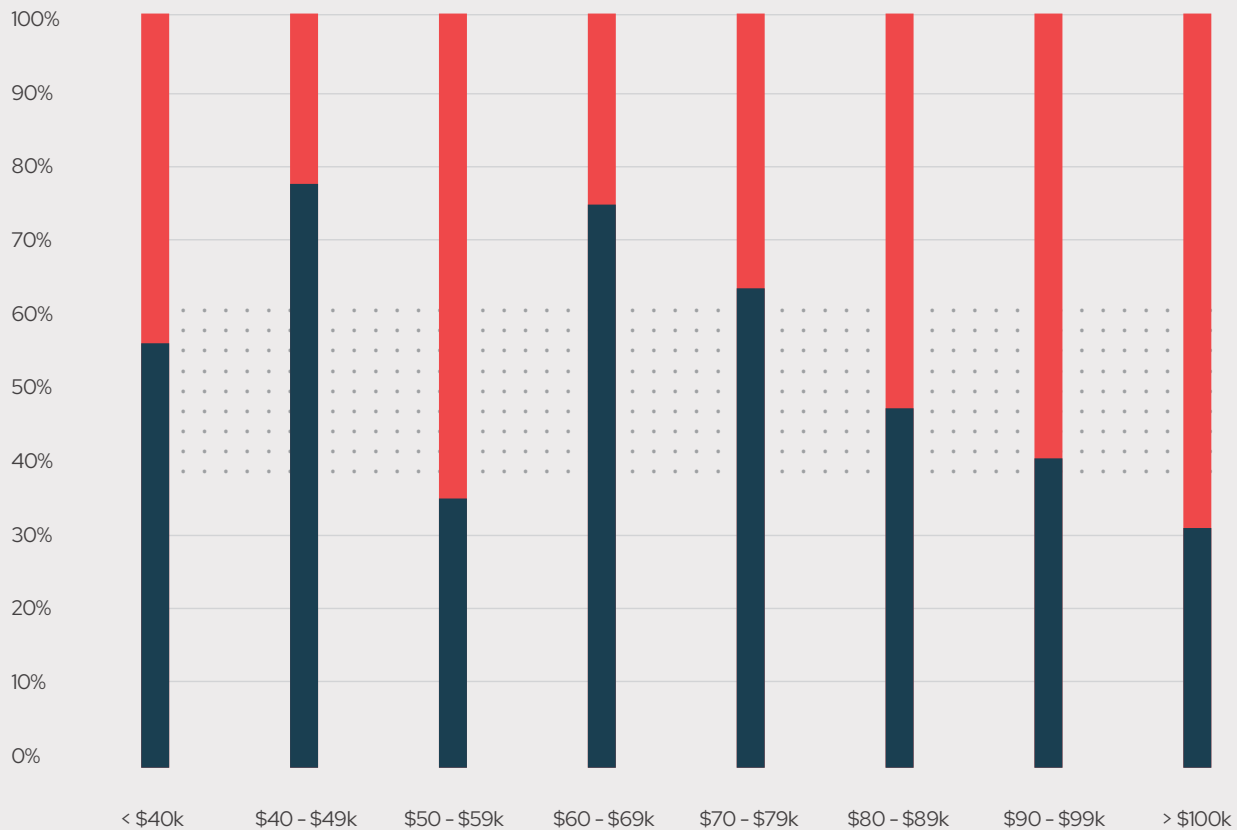


Figure 4: Highly-skilled New Zealand workforce by gender, earnings band 2021 (ANZSCO)

The reasons behind this disparity have long been the subject of debate. Are women choosing roles that are paid less? Or are roles valued less because more women are choosing them?

While we are exploring options for future iterations of our diversity reporting, Champions for Change does not currently

report by occupation, pay or pay gaps. This means direct comparisons are not possible at this time. However, at least in respect of pay, as more senior roles tend to be paid more, the ‘power gap’ is a useful proxy as it is a key contributor to any gender pay gap.

Power Gap

The second lens for our diversity analysis is the power distribution across our Champion organisations.

A '**Power Gap**' is said to exist where there is a significant difference between the proportion of women in junior roles and those in more senior roles.

POWER GAP

In the context of this report, the notion of “power” is defined in terms that typically accompany seniority. These include:

- span of control, in terms of functions, staffing and day-to-day decision-making around things like recruitment and performance appraisals;
- budget authority;
- degree of autonomy;
- contribution to strategic decision-making; and
- influence over organisational culture.

Roles are grouped into six work categories:

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

Champions for Change are aiming for gender balance in all six. The graph below shows the aggregate gender representation results for all Champion organisations in 2021, by work category, with an overall workforce view also provided.

Gender Representation by Work Category

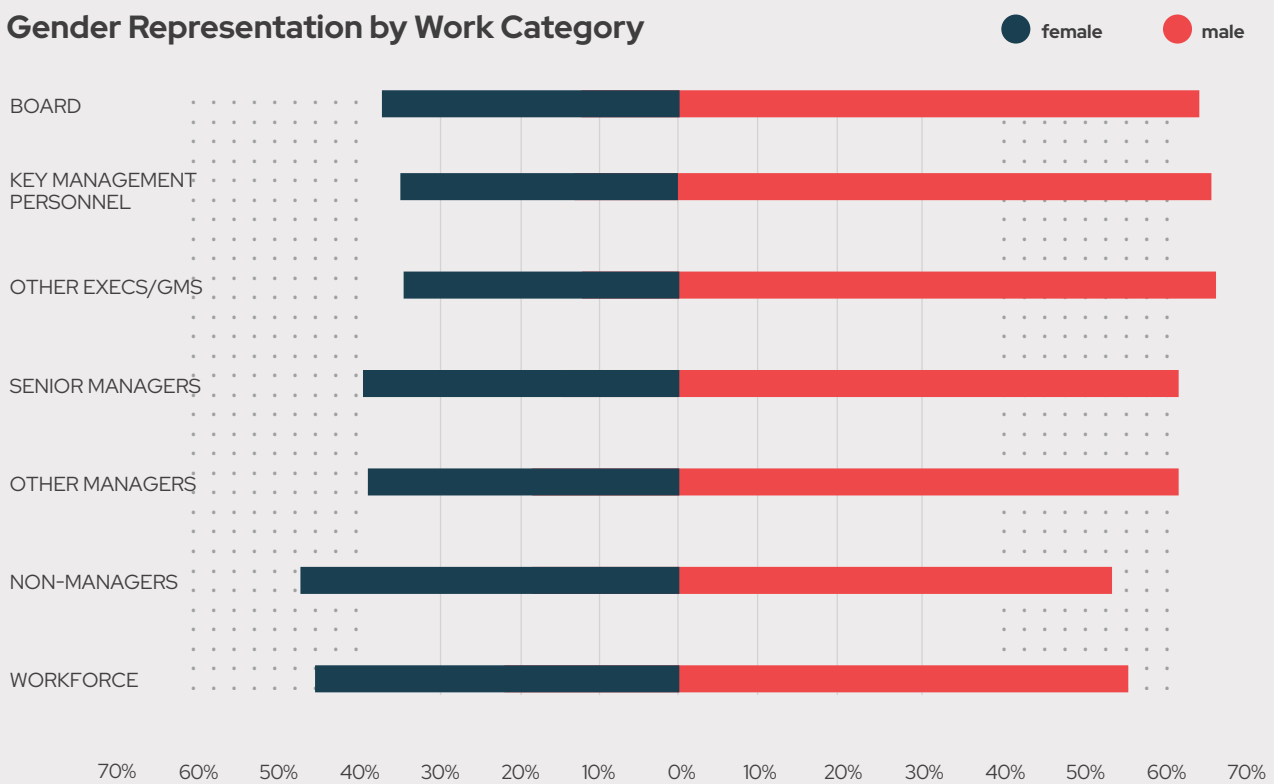


Figure 5: Champions for Change gender representation by work category 2021

POWER GAP

As with 2020, we are very close to 40% representation at Board, Senior Manager and Other Manager levels. However, this has been the case for a number of years now and the 40% mark is proving a stubborn threshold to break. The work to increase Key Management Personnel and Other Executives/General Managers is likewise taking longer than we would like.

While the going has been slow, looking at those Champion organisations that have reported figures in all four years, we see that improvements have been made in female representation in the following work categories:

- Board
- Key Management Personnel
- Other Executives/General Managers
- Senior Managers

Board and Senior Managers started below the 40% minimum and are now in gender balance at the aggregate level. Other Executives/General Managers has also increased - we would like to see that continue - but the gains at Key Management Personnel level have been marginal.

Female Representation - Founding Champions 2018 - 2021

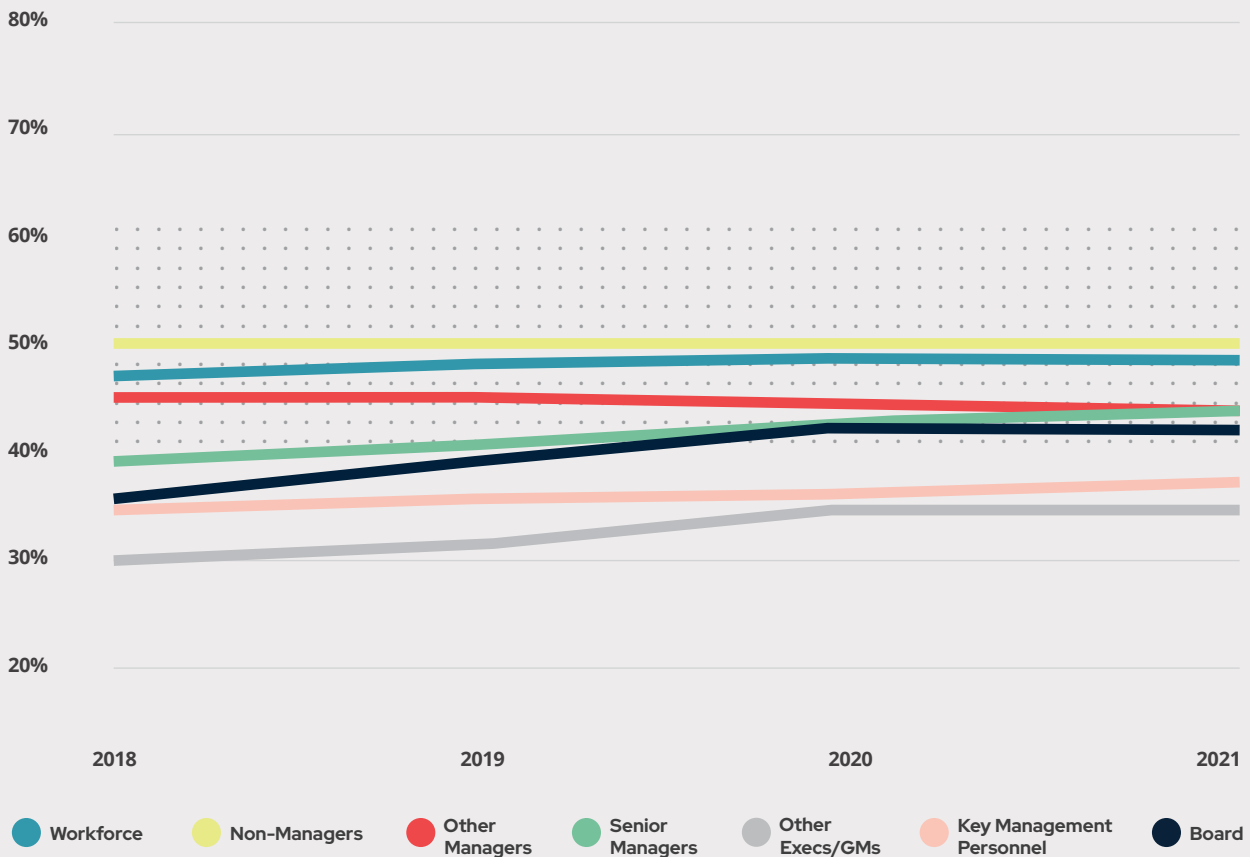


Figure 5: Champions for Change female representation by work category 2021

Governance

Increasing diversity on boards has been and continues to be a priority both here in New Zealand and abroad. The Champions for Change target remains a minimum of 40% of our board positions held by women. A scan of suitable comparators shows that, despite not yet reaching that target, Champion organisations remain out front.

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Board Gender Representation by Group

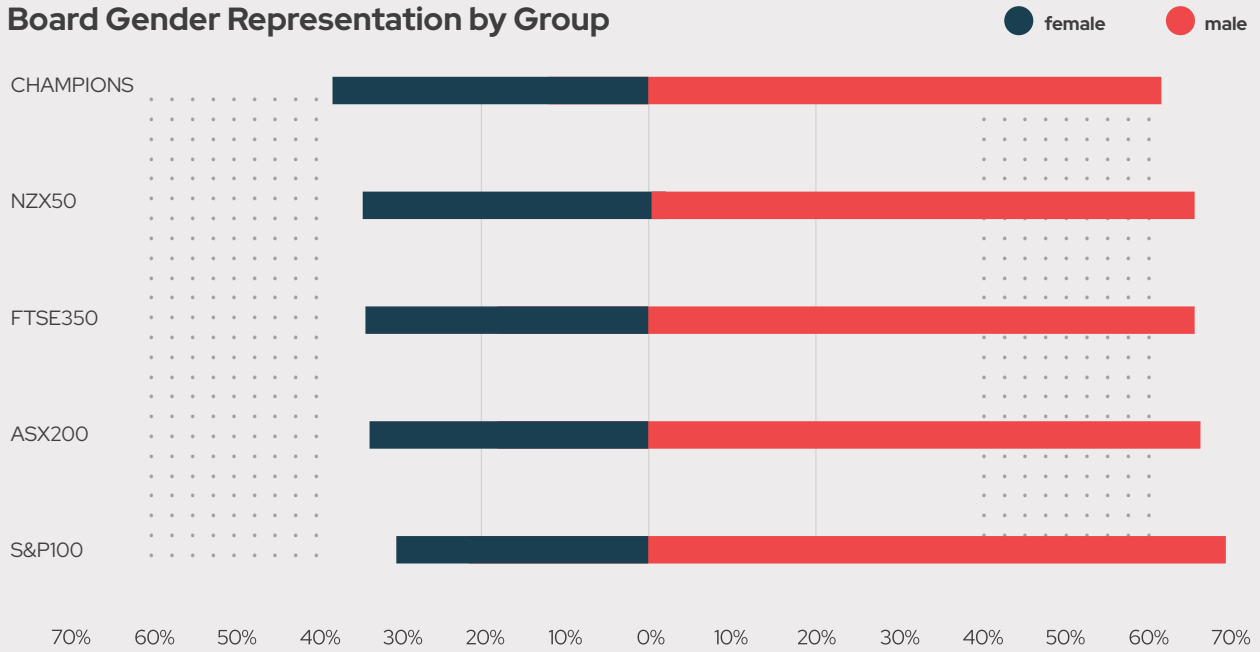


Figure 7: Board gender representation, Champions, NZX50, FTSE350, ASX200, S&P100

Gender Representation of Directors & Chairs

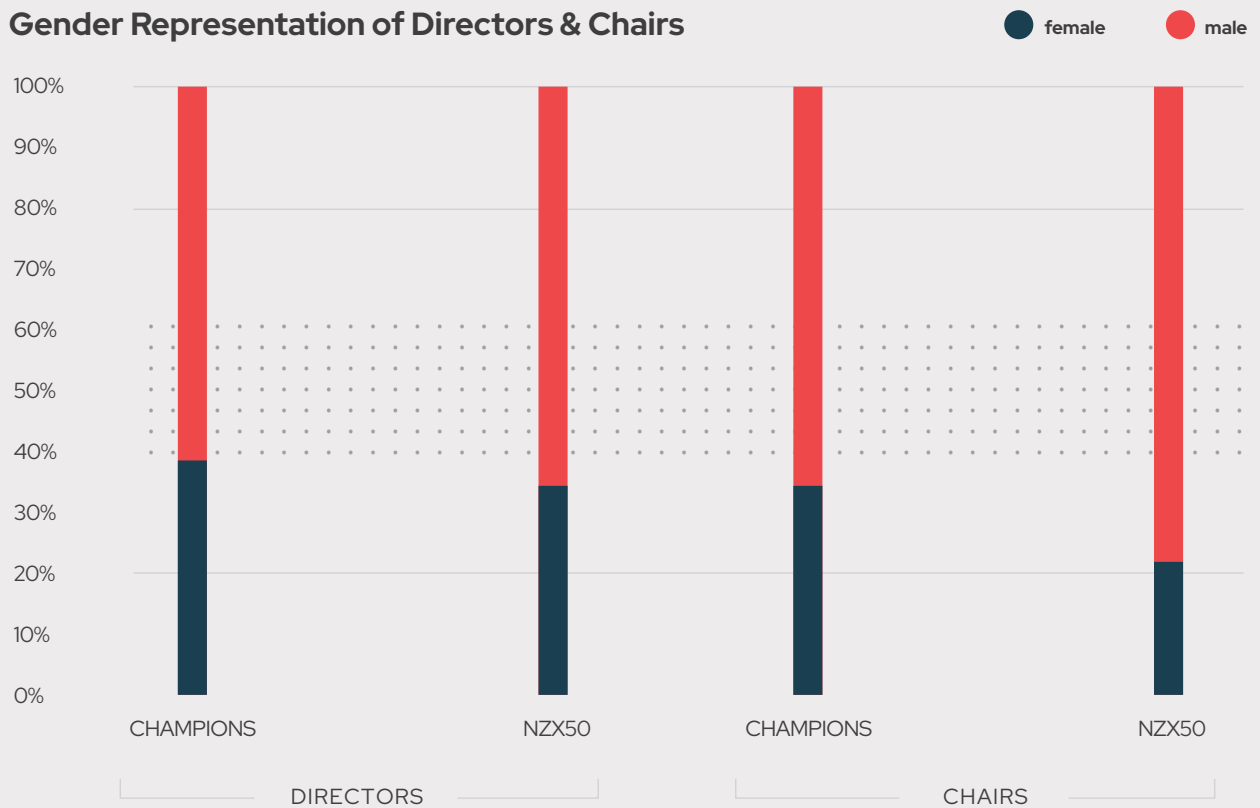


Figure 8: Gender representation, directors and chairs, Champions and NZX50 constituents

POWER GAP

Directors

When we look at the gender representation on boards for individual Champion organisations, there are both positive signals and indications for further work. None of the 32 Champion organisations that reported board figures this

year have men-only boards - all have at least one woman director. However, that is not our measure of success - we are all committed to achieving gender balance with a minimum of 40% female representation.

Board Gender Representation Champions for Change

● female ● male

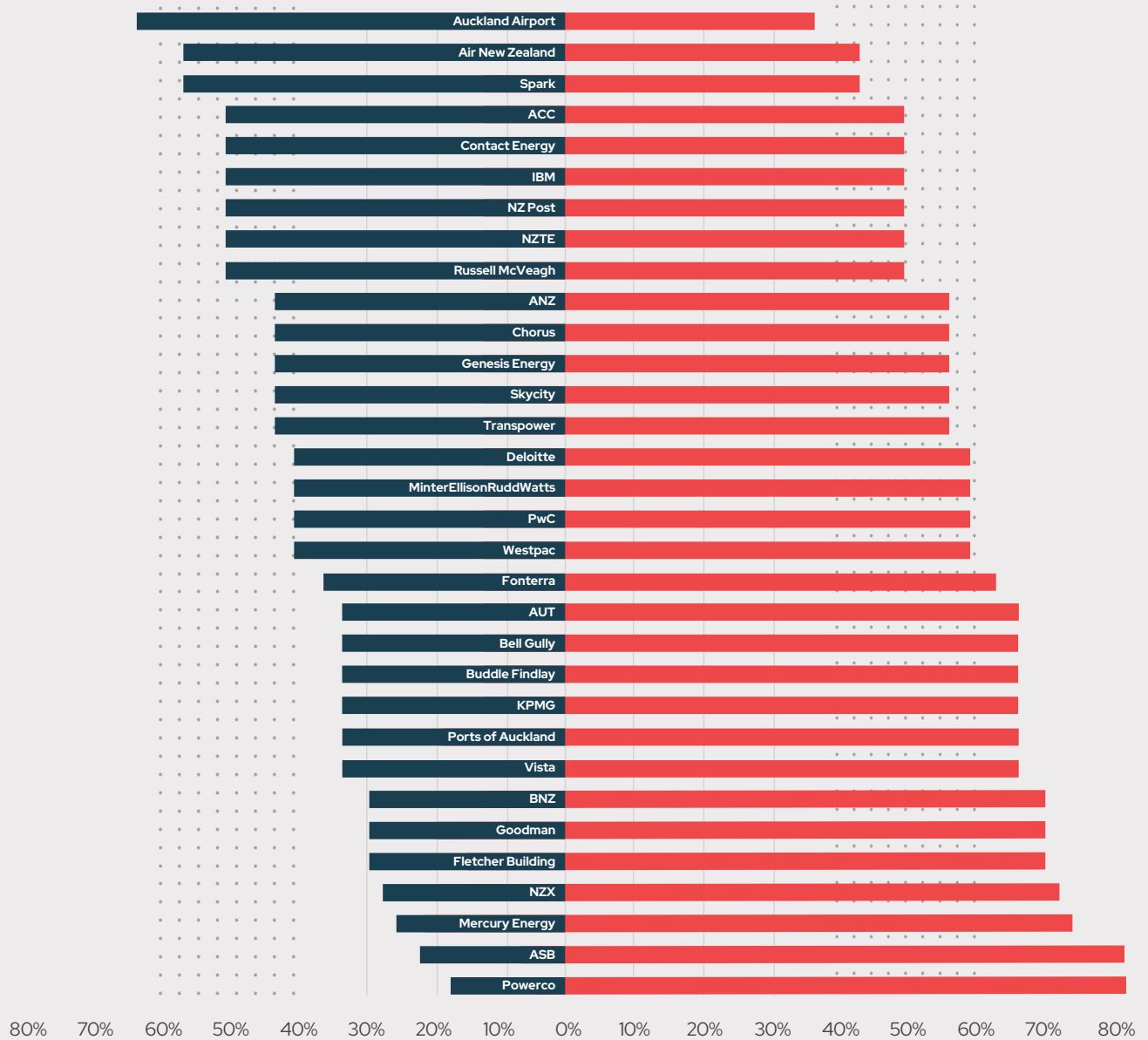


Figure 9: Gender representation of Champion organisation boards 2021

Just under half of our boards have yet to reach our target. While this indicates we have work to do, it compares favourably with NZX50 companies. Women appear to hold less than 40% of board positions on 30 of the 50 constituents.

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Chairs

As we approach our goal of 40% overall representation on our governing boards, it is timely to consider where the next horizon lies in this work. At the moment, of the 32 Champion organisations that reported board figures this year, the following 12 have women as Chairs:

- Air New Zealand (Dame Therese Walsh)
- ASB (Dame Therese Walsh)
- Buddle Findlay (Jennifer Caldwell)
- Genesis Energy (Barbara Chapman)
- Mercury Energy (Prue Flacks)
- Ports of Auckland (Jan Dawson)
- PwC (Keren Blakey)
- Russell McVeagh (Allison Arthur-Young)
- Spark (Justine Smyth)
- Transpower (Pip Dunphy)
- Vista (Susan Peterson)
- Westpac (Pip Greenwood)

With 12 of 32 Chairs held by women (or 38%), Champion organisations compare favourably with 22% (or 11) of NZX50 companies, which includes some of those noted above. At the current level of reporting membership, one more woman assuming a Chair role would see 40% of our boards led by women.

Management

The overall result for Champions in management work categories indicates that, taken in aggregate, we are close to the 40% mark across the board.

However, this has been the situation for some time and progress, while steady, has been much slower than we would like.

Management Gender by Work Category

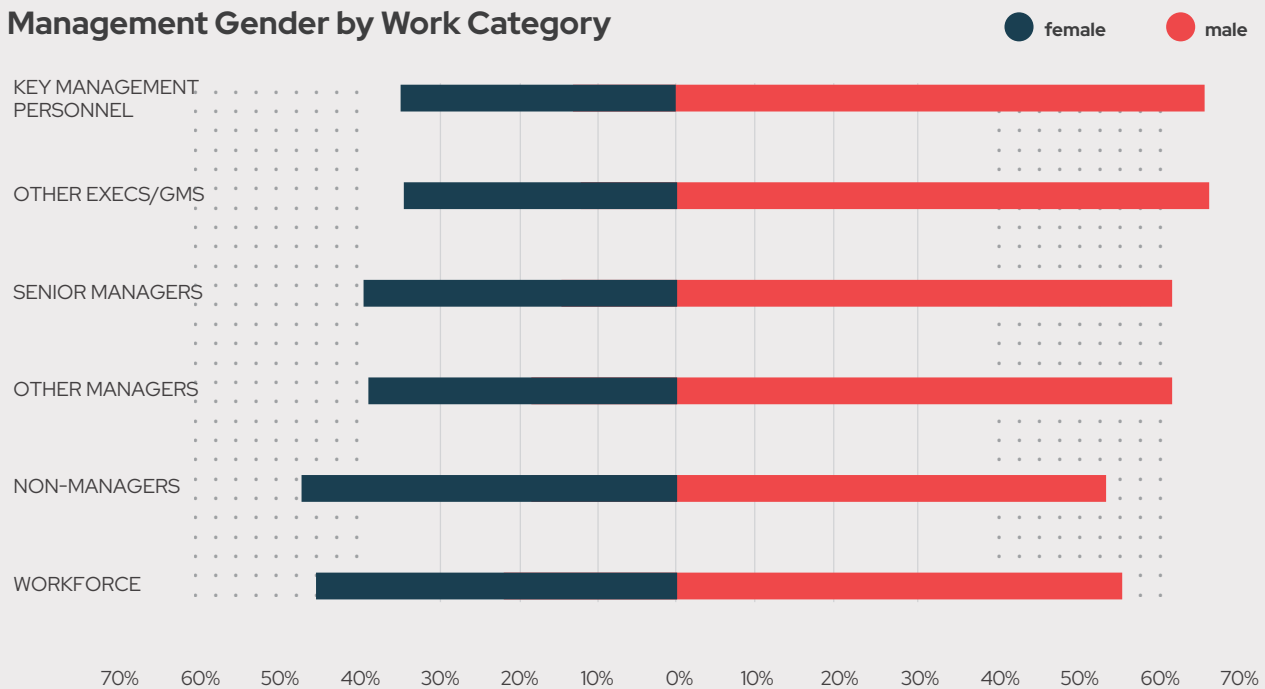


Figure 10: Management representation by Champion organisations 2021

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Chief Executives

CEO Gender Representation Champions & NZX50

● female ● male

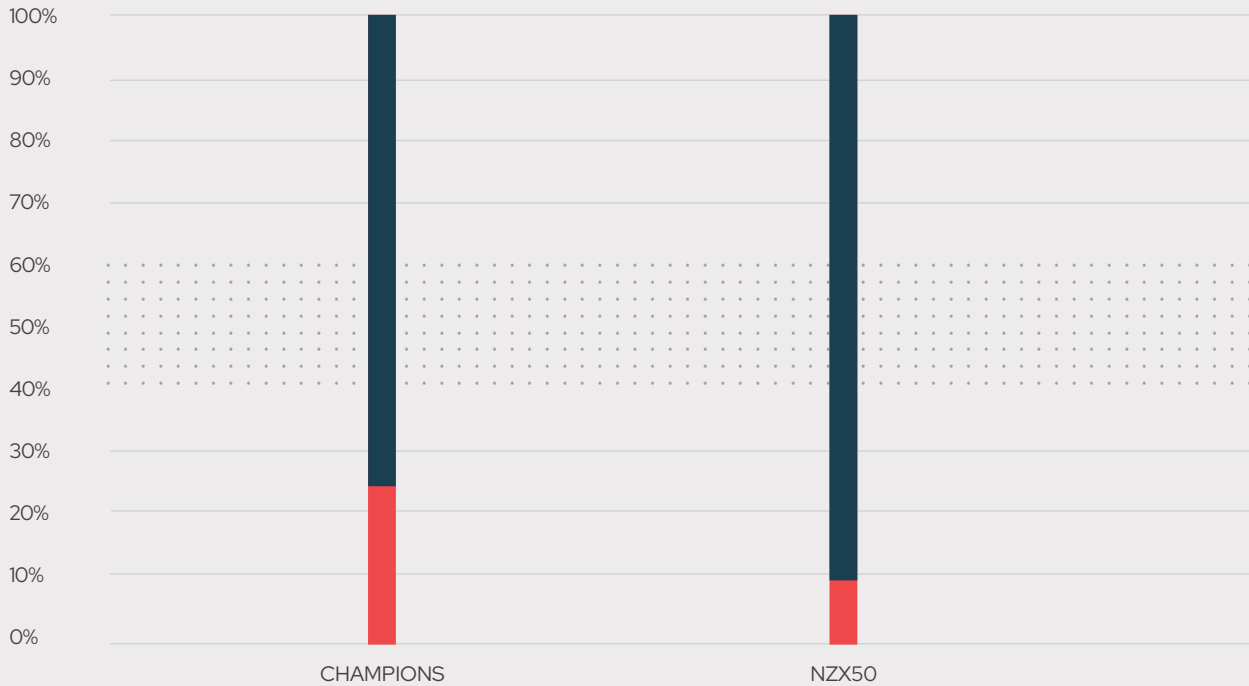


Figure 11: Gender representation of Chief Executives, Champions and NZX50

While 35% of “Key Management Personnel” in Champion organisations are women, just looking at the Chief Executives, a wider gap emerges. Nine of the 39 Champion organisations (or 23%) that reported management figures in 2021 have women CEOs. They are:

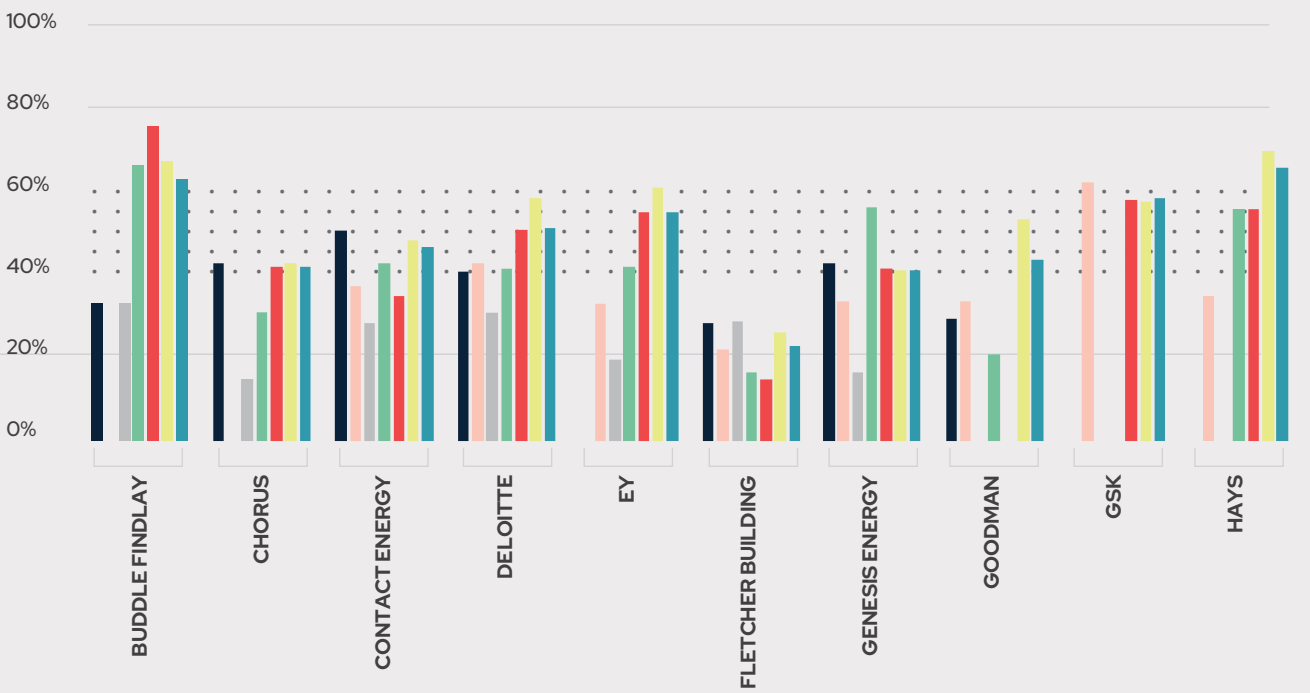
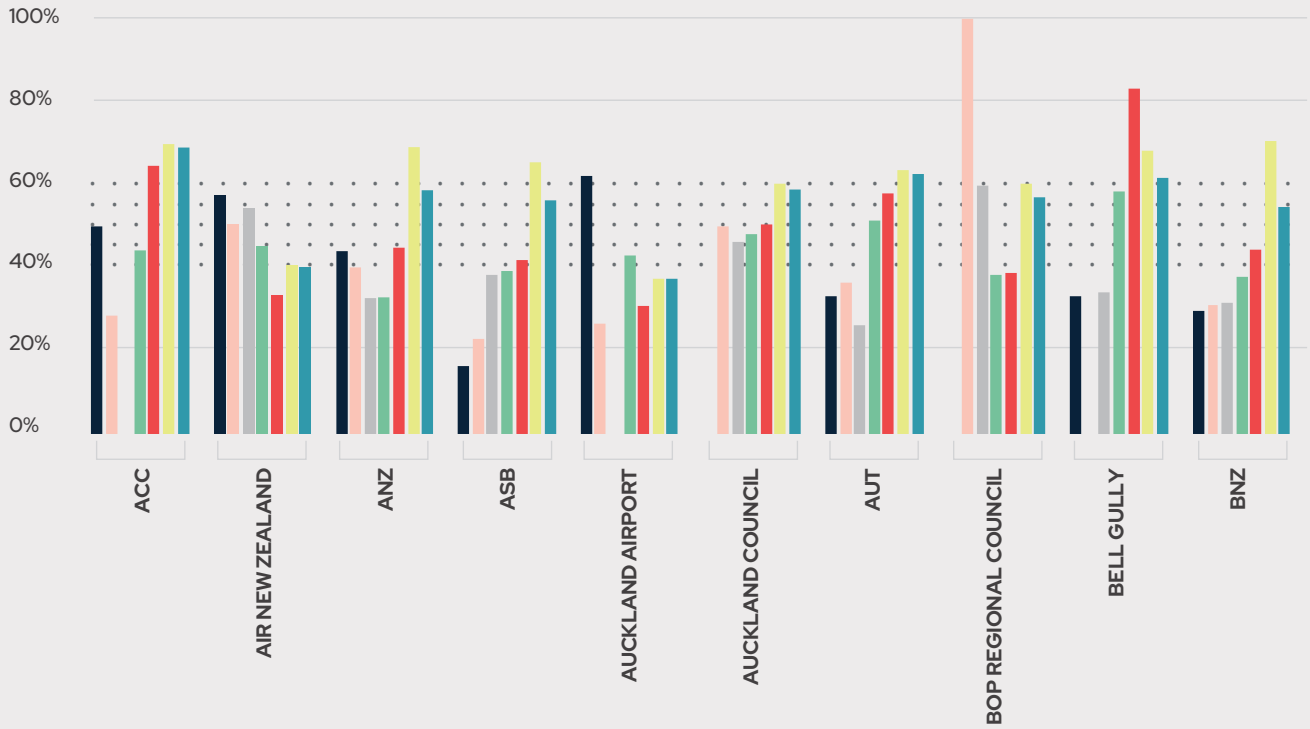
- ANZ (Antonia Watson)
- ASB (Vittoria Shortt)
- Bay of Plenty Regional Council (Fiona McTavish)
- GSK (Lizzie Champion)
- Russell McVeagh (Jo Avenell)
- Spark (Jolie Hodson)
- Transpower (Alison Andrew)
- Treasury (Caralee McLiesh)
- Westpac (Catherine McGrath)

This is again ahead of the NZX50 – only 4 of the 50 companies (or 8%) are led by women. We would also note that until the end of September, Angela Mentis was CEO of BNZ and Carrie Hurihanganui starts as CEO of Auckland Airport in the New Year.

POWER GAP

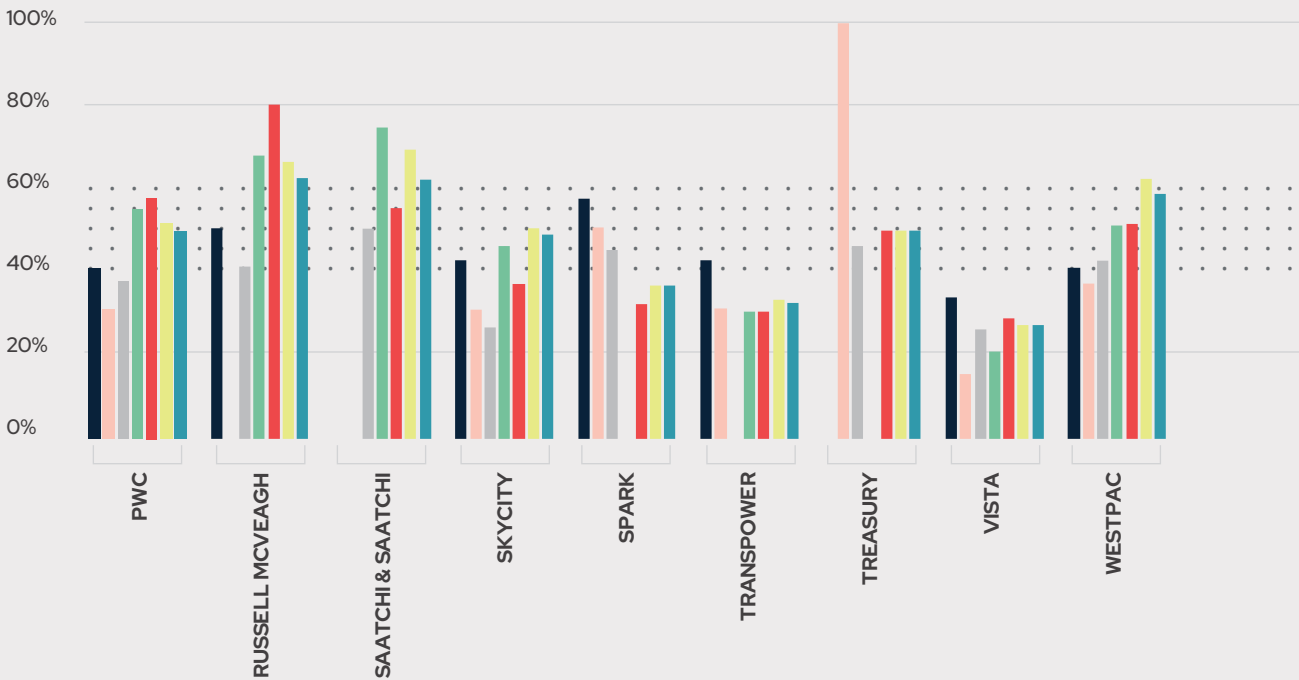
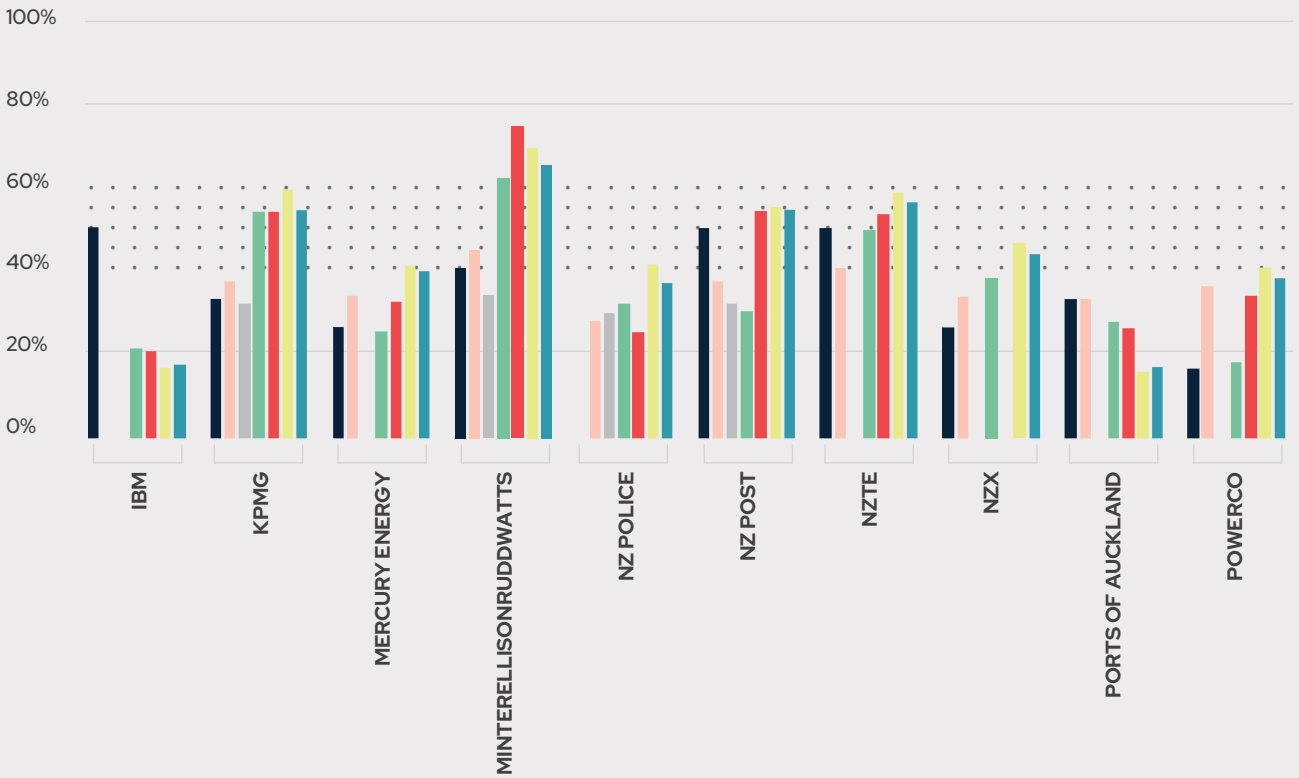
Champions have committed to a target range of 40% - 60% gender balance. The table below shows the female representation for each Champion organisation in 2021.

Female Representation by Champion Organisation 2021



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Female Representation by Champion Organisation 2021



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Gender Diverse People

We have been collecting “Gender Diverse” as a gender identity for the last three years (2019-2021). While small in number, we have seen significant movements in that short time.

In 2019, 32 staff of 115k were reported as gender diverse. In 2020, that number rose to 99 and, this year, it fell back slightly to 84. In that time, the number of organisations reporting gender diverse staff rose from 10 in 2019, to 12 in 2020, to 15 this year - heading towards 40% of our members. There is doubtless more we need

to be doing but this growth is perhaps an encouraging early sign of an increasing comfort among our workforce to identify as gender diverse. We want that to continue.

Champions for Change are committed to leading workplaces and cultures in which staff can identify and record their gender as they wish, with confidence that they will be included and have a sense of belonging, safe in the knowledge that they can bring their authentic selves to work.

Ethnicity

Thirty Champion organisations submitted ethnicity data in 2021 and the graph below shows the results in aggregate.

We are continuing to work on improving the quality and coverage of ethnicity data. Not all Champion organisations have been able to collect ethnicity information and it can be patchy among those that have. In the aggregate, “Not Stated” accounts for 17% of responses, although handling of this category is also not consistent. “Not Stated” responses

are excluded from the above calculations. Some organisations report responses for 100% of their staff, while others report no response for half of their workforces, with a real spread in between. Along with changes in Champion organisations that have been reporting ethnicity from year to year, these things mean that cross-year comparisons are not useful at this time. Furthermore, the variation in approaches means that comparisons between organisations could be misleading.

Ethnicity Representation by Work Category

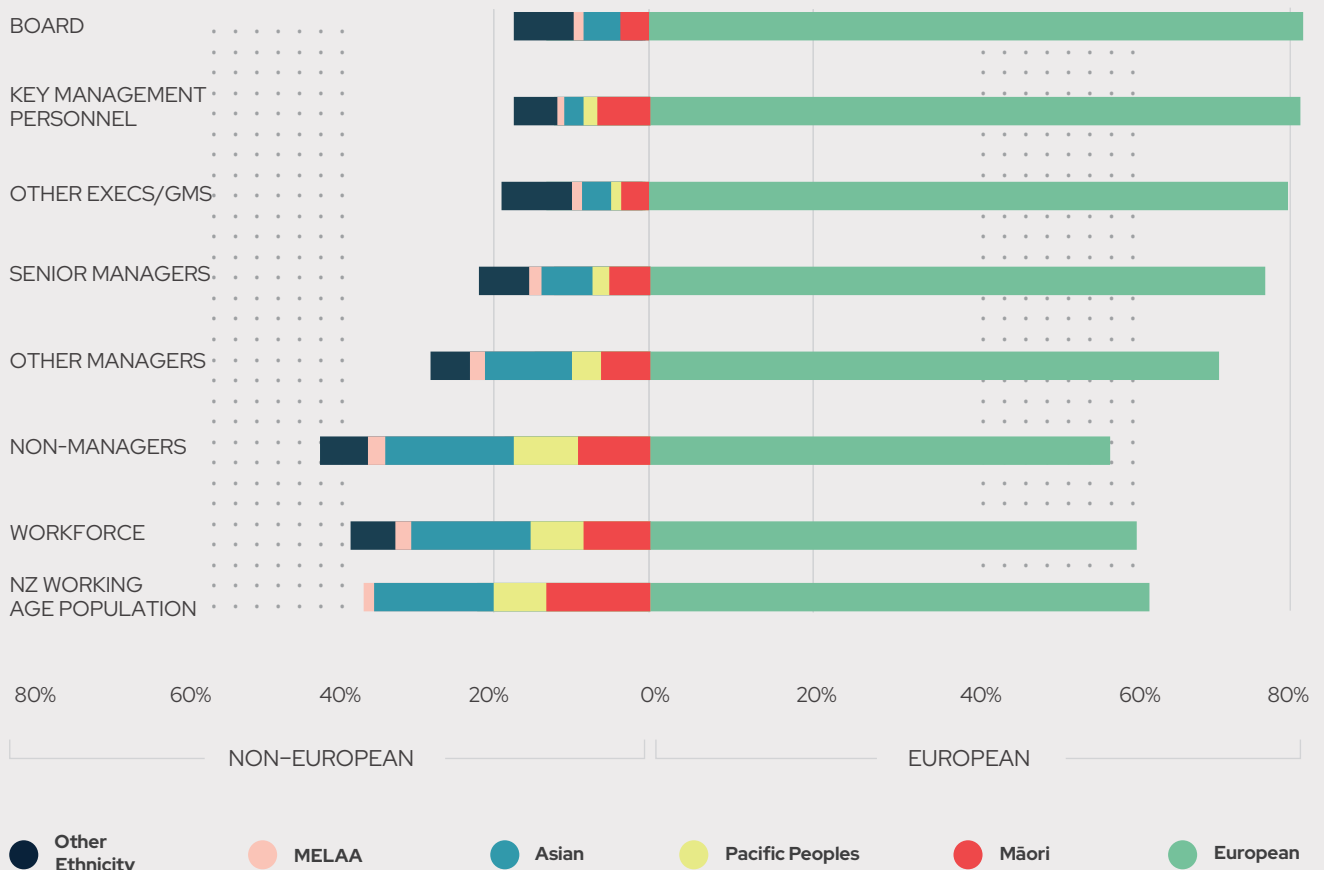


Figure 11: Gender representation of Chief Executives, Champions and NZX50

POWER GAP

However, understanding that the level of coverage or precision is not where we would like, we believe the contours of the graph above tell the right story of how things are: the more senior one looks in our organisations, the less ethnically diverse they become.

We have a direct interest in correcting this imbalance. The evidence is that more diverse and inclusive teams of leaders (in terms of gender, ethnicity and other factors) are stronger at alternative-generation and making high-quality decisions. Furthermore, we know that New Zealand is only going to become more diverse over time. Māori and Pacific populations have much younger age structures which means that they will make up a larger proportion of the workforce in the years to come. In the case of Māori, it has been projected that they will move from approximately 1 in 8 of the workforce in 2019 to nearly 1 in 5 by 2040. We are also mindful of the need to better reflect the communities we serve and the benefits that can be derived from that.

Future Direction

In addition to continuing to work on improving the coverage and consistency of ethnicity data, we are exploring the possibility of including the following in future reports:

Information on lateral hires and internal promotions

Promoting more women to senior roles in our organisations and hiring women direct into leadership positions are two important levers for correcting any power gap that might exist. Therefore, as lead indicators of change, it would be helpful to be able to report on these movements by gender.

Impact of Focus Areas

As mentioned earlier, Champions for Change is developing a collaborative work programme organised around four Focus Areas:

- Increasing gender diversity
- Increasing Māori and ethnic diversity
- Leading inclusive cultures
- Influencing the outside world (or system change)

In future reports, in addition to our diversity data, we are aiming to share the impacts of the initiatives we develop. There may be some early signals in 2022, but any substantive reporting is likely to commence in 2023.

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Method

Data collection methods

Led and guided by their HR and executive teams, companies that reported in 2018–21 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.

Data has been collected each year as at 31 March.

Industry data

Global Women commissioned Infometrics, an economics agency based in Wellington, to provide the industry and occupation data used in this report.

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 female, male and gender diverse 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.

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.

**E koe koe te tūī,
e ketekete te kākā,
e kūkū te kererū.**

Deloitte's Inclusive Talent Experience

Like many Champions for Change organisations Deloitte has been on a DEI journey for a number of years. We are proud of the progress to date, however, we know there is still a way to go to achieve a truly inclusive culture.

Our observations which are also based on the DEI work we do with clients in New Zealand and globally, is that there is a tendency for organisations to plateau once they have implemented various programme and policy type changes, even when the senior leadership are committed to progress. The final step change to a truly inclusive culture that can be enjoyed by all needs to be driven by all people leaders throughout the organisation and the culture change requires people to think, act and behave differently.

This is why Deloitte NZ has embarked on an Inclusive Talent Experience (ITE) journey that takes an experience lead approach to rethinking the end to end talent experience.

Deloitte CEO Mike Horne is clear that

“Deloitte’s ITE process is about creating the right environment for people to really grow and develop in their time with Deloitte. This will create stronger, more capable people that can progress and grow in our organisation and beyond. We are increasingly seeing people will have careers that progress in a far less linear fashion, including potentially multiple interactions with organisations, and we need our talent experience to really foster and facilitate that – as it’s also good for NZ Inc!”

We have framed it around the following phases in the talent life cycle.



We are focussed on the key moments within that journey such as how we – connect with new people, value people, support cultural competency, give back to communities and celebrate success.

Our ITE is co-designed with our people, it has a people panel of hundreds of the Deloitte NZ team who are involved in reimagining their talent experience. The human centred design approach with our people ensures that we tap into and understand the levers that will have the greatest impact in shifting our inclusive culture forward. It involves an extensive number of workshops and interviews with our people as well as the use of a virtual collaboration tool to ensure there are multiple avenues to truly capture people’s voices. We also use data analytics to further inform the areas of opportunity.

Our people have articulated their ITE as follows.



CASE STUDY: DELOITTE

Deloitte NZ CEO Mike Horne is driving the Inclusive Talent Experience.

"I feel that it is particularly critical to focus on this now with talent being our number one challenge, but also our biggest opportunity. Continued progress relies on us not putting DEI on the back burner in favour of defaulting to less diverse talent pools due to hiring challenges. On the contrary, we believe this is the time to push through and future proof the culture so that we can continue to attract and retain people with diverse backgrounds and experiences meaning that our clients can benefit from their collective richness of expertise."

Deloitte is also very conscious of the ongoing need to respond to the various implications of the pandemic. Covid-19 has accelerated much needed changes in more digital and flexible ways of working for most organisations. Our observation is that it has also helped progress with shared care which we see as a key enabler of equality. This is something that Deloitte has been encouraging with the implementation of paid parental leave for fathers than can be taken any time in the first two years.

However, we are well aware that changes in ways of working resulting from the pandemic also have some potentially adverse implications that need to be managed. New Zealand organisations have seen an increase in the number of hours worked. Many parents are caring for children at home while also juggling work commitments and endeavouring to cope with digital overload and the difficulty of switching off when working from home.

Up until now Deloitte has gained good traction with our DEI approach but we are looking for the inclusive talent experience to go deeper, beyond gender, to further drive culture change and accelerate our progress. We are striving for a culture where we can draw upon from different backgrounds, different skill-sets, different age / stage and life experiences, which better allows people to bring to work the energy that comes from truly being yourself.

The inclusive talent experience will build on a number of the initiatives that we have had success with. As an example, to date we have made significant inroads through our talent acquisition practices where we have a 50:50 gender balance requirement. This change to talent acquisition practices has been a significant factor in improving our gender parity and the pay gap associated with this.

Deloitte Chair, Thomas Pippas, has driven transparency and accountability of a number of our initiatives, including our talent acquisition practices, that provides the foundations for our ITE to succeed.

"It is the transparency and accountability associated with the DEI reporting through to our Management Group and Board, including talent acquisition practices as an example, that has been a key driver of our success to date. ITE takes an initiative like this further, for example to ensure that new joiners fundamental need for belonging is met at the outset, that all our people feel valued and accomplished, and ultimately to enable all of our people to meet their full potential."



MIKE HORNE
CEO, Deloitte

Insights around change from Air New Zealand

Q: Reflecting on this year's data for Air New Zealand, what can you share with us on your progress to date and what areas are you focusing on in future?

A: We are extremely proud of our efforts to improve inclusion across the airline. It isn't something that occurs overnight – it has been a period of sustained effort with targeted strategies focused on achieving the outcomes we want. Despite the significant reduction in our workforce over the past year due to the impact of Covid-19, the number of women in our senior leadership team has increased. In addition, we have a concerted focus on building inclusive leadership through resources, development and opportunities for leaders to engage and share ideas. This ensures everyone is committed to creating an environment where our people can be themselves and thrive.

Q: What are some of the ways you are successfully creating change?

A: While initially our focus was at the senior leadership level, we constantly review and readjust our strategy. Our employee-led Women's Networks along with our quarterly Employee Surveys help keep our fingers on the pulse of what really matters to our people and what will make a difference for them. Some examples include our recruitment practices, where we ensure we include at least one woman on the selection panel for leadership roles and in areas where we have low representation of women, and that women candidates form part of the selection pool. We have also launched a Frontline Leadership programme where 12 of the 16 strong pilot group are women, helping ensure we have a pipeline of up-and-coming leaders.

Q: What have been the biggest challenges along the way? Where is it proving hardest to create change and how are you overcoming these obstacles?

A: The more male-dominated roles such as those in Engineering & Maintenance and Pilots continue to be a challenge for us. Our focus and that of the Women's Networks in these functions is on educating younger generations (and their families and school career advisors) and looking at how we can remove barriers for women to support them to build careers in these areas.

Some of our other challenges include supporting Māori and Pasifika into leadership roles and making sure we have strong pipelines of diverse talent to support our targets. We have run several Mangōpare leadership development programmes to engage aspiring leaders of Māori and Pacific Island descent through embracing indigenous values. We have also reviewed our recruitment practices to ensure they are supportive of candidates from all backgrounds.

Q: With the benefit of hindsight – is there anything you would do differently?

A: Unfortunately given the current environment with limited resources and budget we have really had to prioritise to make sure we maintain our focus on inclusive, equitable and diverse hiring practices and our support of, in particular, women and Māori and Pasifika leaders. Another core element to help us build a truly inclusive environment is our 10 Employee Networks that are led and run by Air New Zealanders passionate about providing support and the space for everyone to be themselves. We believe with the focus on these two areas – developing, retaining and attracting diverse talent and enhancing our Employee Networks – we can continue building on the foundations that have been laid in previous years.

Q: Are there any other insights or learnings gained along the journey you can share?

A: What we have learned over the years is that you need to remain committed to your goals and continue to evolve them. Even though we have achieved our target of 50% women in senior leadership roles, we know we need to continue to build our pipeline of talented women so we can maintain this. We also need to think about how we develop other diverse talent so we can create a pipeline of leaders that truly represents the diversity of Aotearoa. While we have focused initially on woman and Māori and Pasifika leadership, we know we have other areas we will need to look to and support in the future.

Finally, as we evolve our Diversity, Equity & Inclusion approach we will be focusing on getting our employees involved in designing this approach, including setting our future direction and focus.

Insights around change from Westpac NZ

Q: Reflecting on this year's data for Westpac, what can you share with us on your progress to date and what areas are you focusing on in future?

A: Our most significant focus this year has been understanding the cultural diversity of our workforce. Previously this has proved challenging given sensitivities in disclosing cultural identity and the use of this data. We found that partnering with an external research agency and developing a powerful and personally engaging communications campaign – 'This is Me' – to gather data had a considerable impact on employee disclosure. We were delighted with a response rate of 61% with 43% opting-in to share their individual identities with us, significantly higher than previous attempts. We now have sufficient data to establish a cultural baseline while recognising that we will need to continue this work to further improve disclosure rates, including more robust processes for collecting this data during onboarding.

We continue to make progress in addressing gender inequity in the organisation. As of 30 September 2021, 51.9% of our leadership positions are held by women, and we're continuing to reduce our Gender Pay Gap – now 28.5%, down from 30.3% in 2019. However, this gap remains sizeable as a result of legacy issues related to the way positions have been recruited in industry, so there is plenty more work for us to do.

Q: What are some of the ways you are successfully creating change?

A: We were able to gather a significant amount of diversity data through our 'This is Me' survey and campaign by using a personal and engaging comms campaign. The communications took a very personal approach, which is why the survey was branded 'This is Me'. As we told employees, "the very foundation of your story is who you are, so we are asking you to share with us who you are, where you're from and what you care about." This was paired with a social media (Yammer) campaign where employees shared their stories and tagged their workmates to also share their stories authentically. We tracked response rate by Business Unit which allowed us identify which areas required greater senior leader support.

Q: What have been the biggest challenges along the way? Where is it proving hardest to create change and how are you overcoming these obstacles?

A: While we're seeing improvement, the biggest challenge we face is staying on course with our Women in Leadership programme of work and our Gender Pay Gap. As with any large organisation we have multiple strategic focuses at any one time, so it's critical we embed initiatives like closing the Gender Pay Gap into our everyday work.

Previously, we didn't have enough valid data to measure and report on various aspects of diversity across the organisation, but we're building out our information, frequently measure where we're at and taking deliberate actions as a business to stay on course.

Q: With the benefit of hindsight – is there anything you would do differently?

A: The most effective initiatives are those that are aligned to our purpose and values as these have the best traction and are more likely to embed into our business-as-usual operating rhythm. We've also learnt that we can't be complacent in thinking we have arrived at a destination – we have more work to do to create a truly inclusive organisation.

Q: Are there any other insights or learnings gained along the journey you can share?

A: Firstly, D&I is a huge and varied portfolio of work. By setting aspirational targets in a few key areas like Women in Leadership and the Gender Pay Gap, we can make space for some of our next priorities, like understanding the cultural diversity of our organisation and setting additional goals to ensure we're representative of our communities. We've been engaging with other organisations such as Champions for Change, Shine and Pride to build education and awareness as we know that collectively we can have greater impact than we could achieve individually.

Finally, we know that we cannot take progress for granted. We have learnt that when something is important, we must ensure we have processes in place to keep it front of mind and sustain.

Insights around change from Spark NZ

Q: Reflecting on this year's data for Spark, what can you share with us on your progress to date and what areas are you focusing on in future?

The key reflection on our progress would be that we took a dual approach of top-down role modelling and bottom-up organic movement from our people. With that momentum behind us, we are now getting very intentional about how we take it to the next level, including planning and targets by team, live accessible diversity data at all key decision points (recruitment, REM review), to allow improvements to be made whenever possible. We pulse check the impact of our inclusion activities regularly with our people through our online feedback system Joyous (for example whether our team members feel connected, a valued member of the team, and if they have opportunities to discuss progress and development). So our approach is very integrated and 'always on'.

We are currently sitting at 35% female and 65% male across our workforce, and our Leadership Squad has a 50/50 split. In the last year we saw an increase in the number of women in senior roles outside the Board and Leadership Squad of 3% to 42%. We are also proudly the only listed business in New Zealand to have both a female CEO and a female Chair and were recently listed at #7 in the 2021 ASX's latest Senior Executive Census, which charts the annual progress of Australia's top 200 companies in improving the representation of women in their Executive Leadership Teams.

We are continuing our work to build movement across other domains of diversity, including ethnicity. This includes looking at opportunities for greater participation, equipping all our leaders to understand specific opportunities for their teams' diversity dynamic and ensuring that our leaders have their own goals in this area, so that we can continue to challenge ourselves to drive further movement and opportunity for connection and belonging.

Q: What are some of the ways you are successfully creating change?

A: We've found that being open and transparent about our data with our leaders and stakeholders ensures the conversation around gender remains at the top of the agenda and a key part of our people strategy. We have also been clear about setting goals – what gets measured gets done. We've also committed to providing really clear frameworks and tools to identify opportunities to create change and integrating them into all our processes, so we have plenty of opportunities to move the dial – for example recruitment to annual pay reviews.

Another important driver of change has been the connection to our Blue Heart kaupapa. We focus on a number of cultural events and moments in time throughout the year to celebrate our diversity. We have integrated Blue Heart into our learning and development programs – so D&I is core to being a leader at Spark. We create opportunities for storytelling from our own leaders, representing our ethnic diversity, and what diverse leadership looks like (you can't be what you can't see).

Finally, in our culture we put a lot of focus on empathy. A pre-requisite of understanding difference and building an inclusive culture.

Q: What have been the biggest challenges along the way? Where is it proving hardest to create change and how are you overcoming these obstacles?

A: Our technology domain is our largest group of people and is only 27% female, but also has a lower turnover than some of our other areas such as our Customer Channels. This means that our opportunities for change are slower.

This is not an issue unique to Spark. Technology is an industry that has been historically seen as a 'male career choice', which has influenced who has studied tech during schooling years and who is then qualified or motivated to pursue a career in this space. At the moment, only 39% of technology students are female, with 14% Māori and 9% Pacific peoples. This flows into the workforce where only 27% of digital technology employees are women, 4% Māori, and 2.8% Pacific peoples.

So we need to not only work within our own business, but within the industry and within the education sector to drive a long-term shift. We also still have work to do when it comes to improving our ethnic diversity, and we are committed to doing that work.

Like many other New Zealand companies we find it challenging to get clear data on the ethnic make-up of our business, which inhibits our ability to put in place the right interventions and co-create solutions with our people. Data collection is a focus for us in the coming years.

Q: With the benefit of hindsight – is there anything you would do differently?

A: The momentum we have now is due to the fact we have integrated / are integrating D&I into every other facet of people and culture – rather than it being a 'vertical' stream of work that sits separately. So with the benefit of hindsight we would have done this earlier.

Q: Are there any other insights or learnings gained along the journey you can share?

A: Firstly, your D&I strategy must be connected back to strategy and purpose. It has to be part of your 'why'. It's also important to remember that change doesn't happen overnight – it is the result of a long term commitment, making diversity a factor in a range of different decision points that are part of your 'business as usual' operations, and therefore integrating it into core business. Evolution versus revolution.

A powerful shift for us came when we sparked the conversation among our people, and allowed a movement to develop from the ground up. This will always be more successful than a top-down-only approach. You have to allow safe spaces for your people to air uncomfortable truths.

OUR CHAMPIONS



"...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



"...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



"...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



"...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

OUR CHAMPIONS



"...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



"...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



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

AUCKLAND AIRPORT

"It's been another extremely challenging year for the team at Auckland Airport, as we reset our infrastructure development programme, continue to manage through the pandemic, and posted what was a first underlying loss in the history of the Company. 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 2021 financial year, we continued to focus on advancing women into senior roles, reduced our pay equity gap to 14.06% and have a diverse workforce overall with regard to ethnicity. As we reset our business rhythms and re-establish our ways of working, this coming period will see Auckland Airport 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 Airport



"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

OUR CHAMPIONS



"...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



"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



"...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



"...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 Maori 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

Chair, Deloitte

OUR CHAMPIONS



"...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



"...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



"...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

OUR CHAMPIONS



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

GOODMAN PROPERTY SERVICES

"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 Property Services



"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



"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 CHAMPIONS



“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



“the real measure of an organisation is its culture...”

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



“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.”

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

OUR CHAMPIONS



“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



“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



“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.

Looking to the next 12 months, we’ll create opportunities to help grow a diverse leadership pipeline and build more diversity in our decision making, capture a deeper understanding of the ethnicity of our workforce, and continue educating our people on why D&I is so important and how they can personally take leadership in this area. In parallel to that, we are refreshing our

values and behaviours, developing stronger leadership practices and deliberately developing the culture we need to nurture to be successful and of course, focusing on this with a Diversity and Inclusion lens and expectations is a key part of that work.”

MARK PETERSON

CEO, NZX

OUR CHAMPIONS



"...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



"...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



"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



"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



"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

**Nāu te rourou,
nāku te rourou,
ka ora ai te iwi.**

WWW.GLOBALWOMEN.ORG.NZ



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.

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

Contact the Champions for Change at:
champions@globalwomen.org.nz