



THE DIVERSITY, EQUITY AND INCLUSION IMPACT REPORT 2022

E te tī, e te tā, e ngā karanga tanga maha o te motu, mauri ora ki a koutou. E ai ki te korero, ko te manu kai miro, nōna te ngahere, ko te manu kai mātauranga, nōna Te Ao. Ahakoa ngā tini uauatanga o te wā, ahakoa te nuinga o ngā mahi kei mua i a tātou – me mahi tahi tātou.

The rising of Matariki signals fresh beginnings, a time to prepare the soil ahead of planting for next season’s bounty – the eventual harvest to sustain the people through the seasons until the next year. The analogy is appropriate for this issue of the Diversity, Equity and Inclusion Impact Report. As we explore options for leaders to strengthen their organisations to provide for their people, invest for the future while facing pressure to do more as they preserve and protect precious resources.

In this our fifth edition of the Diversity, Equity and Inclusion Impact Report, we explore the impact of the pandemic on diversity, re-affirm the business case for change and set out the

clear opportunity for leaders to look to inclusion as a strategic enabler for economic and social prosperity for Aotearoa New Zealand.

The report encapsulates the collective ability of the Champions for Change to transform their workplaces. There is a strong sense amongst our contributors that this is an exciting time – we don’t have everything right, but we are heading in the right direction with organisations on average increasing representation of women in senior leadership roles with now four out of five work categories having reached the stated 40% gender balance objective. Increasing ethnic diversity in senior leadership

roles is another strong sign of change.

As we emerge from this first phase of the pandemic, borders start to reopen and the world adapts to its new normal, undoubtedly one of the biggest challenges faced by businesses large and small right now is talent. Attracting and retaining the best people to our organisations has never been harder. With ‘the great resignation’ in full swing, rising living costs at home and international employment options available once more, it is fair to say that we are in the midst of a perfect storm - creating one of the tightest labour markets in recent memory for Aotearoa, New Zealand. Despite these challenging circumstances though, we still have demographic groups who are not participating fully in our workforce, and higher paying jobs are still being dominated by pākeha men causing organisational, industry and country level pay gaps.

According to Statistics New Zealand data, in 2022 women make up 47% of Aotearoa’s workforce. If we collectively took bold action to open up new opportunities for women to participate equally across our workforce and achieved 50% workforce participation by 2030, based on global Mckinsey research, Global Women has estimated that would generate an extra 9% GDP equating to \$20bn-\$40bn to the Aotearoa economy.

But what does bold action look like exactly and what measures should policy and business leaders consider? We have observed many variations among countries in progress toward gender equality, and there are some themes emerging for what is shifting the dial.

Firstly, interventions to address unpaid child-care, including better recognition of unpaid work, reducing the amount of unpaid work, and rebalancing it between men and women are critical.



In addition to this, while Covid has made the working world far more flexible which is a positive for the increased participation of women, higher-growth, higher-paid sectors, such as construction, trades apprentices, and digital and technology remain underrepresented by women. Opening up pathways and breaking down barriers for women via targeted education and apprenticeship programmes will be critical to drive higher participation by women in these industries. Interventions to address attitudinal biases will also be of the utmost importance. Any drive toward gender parity arguably starts with efforts to change entrenched, widespread attitudes about women's role in society. This is an extremely difficult and complex challenge - Governments, businesses, and other stakeholders can run campaigns and enlist male champions to help drive home the idea that a larger number

of women at work represents socially and economically beneficial progress. This is the calling for our Champions, and for Global Women.

As Champions, we have also taken significant action ourselves this year. Champions for Change organisations have committed to reporting their gender pay gaps publicly* which we believe is an important step forward for us to take as leaders. While the factors influencing the remaining gender pay gap in Aotearoa are in many cases, complex, systemic and multi-layered, we believe that the commitment to transparently publishing our position will help accelerate our progress.

Another way we are collectively driving change is through our parental leave policies. A number of Champion organisations have taken the step in re-engineering their parental leave policy to make it gender neutral – thereby breaking down financial barriers

for men to take parental leave and freeing up women to re-enter the workforce.

Beyond this, Champions for Change are collaborating at scale on four workstreams designed to break down historical participation and power gaps within our workplaces. Our work continues to focus on four key areas: Increasing Gender Diversity, Increasing Māori and Ethnic Diversity, Leading Inclusive Cultures and Influencing the Outside World. We are developing evidence-based initiatives and highlighted in the report are examples of great work to advance these drivers.

Finally, it is clear that five years since our inception, Champions are becoming a growing force for change. Today we have more leaders, organisations and industries than ever signed up to the Champions for Change collective – creating greater scale, influence, action and collaboration than ever before.

The pandemic has caused a tectonic shift in where, when and how we work, but harnessing this new working paradigm is our greatest opportunity and the answer is inclusion.

As leaders it is our choice whether we view something as standing in our way – or if we view it as no more than a test of our outlook and attitude. If we can build a strong collective mind-set, nothing should stop us.

We have proven our resilience in the face of recent challenges, it is our time to work this in our favour to accelerate inclusive and diverse leadership in our workplaces.

We invite you to join us.



Nakū noa nā,

Justine Smyth | Matt Prichard
Co-Chairs - Champions for Change

*organisations with more than 50 FTE in NZ



CHAMPIONS FOR CHANGE GOVERNANCE GROUP

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“

KO TE MANU KAI MIRO,
NŌNA TE NGAHERE, KO TE
MANU KAI MĀTAURANGA,
NŌNA TE AO.

Global Women have a proud legacy of women in leadership, and a membership of wahine who use their influence to effect positive change for women, with a strategic focus of walking alongside Māori wahine. We are proud to partner with some of New Zealand’s most ambitious organisations, the Champions for Change.

I would like to take the opportunity to acknowledge the leadership of the Champions for Change Governance Group Co-Chairs Justine Smyth and Marc England and welcome Matt Prichard who will pick the baton up from Marc. Marc, we wish you well.

Importantly, the report has been created through the collective and collaborative expertise and wisdom of FCB, McKinsey, MSL and Saatchi & Saatchi – much thanks.

Together we must think differently and change our mindset to gear up for the future that the next generations will face.

It will be global, borderless, automated, online but you will never replace the need to build enduring relationships with people. And that is where we can excel.



Ngā mihi,

Theresa Gattung
Vice-Chair - Champions for Change
Chair - Global Women





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Executive Summary

As COVID-19 continues to affect lives around the world and in New Zealand, we have observed the power of a pandemic which brought about transformational changes across industries and in our communities. These fundamental changes shifted the way in which people work and businesses operate, which is expected to permanently change how we live in the future.

This is a rare opportunity to change the workplace for good by accelerating gender balance and increasing Māori and Ethnic diversity and equality at all levels across organisations in New Zealand. Global research has shown that throughout the pandemic, we observed positive impacts where flexibility and hybrid working modes boosted women's workforce participation and provided

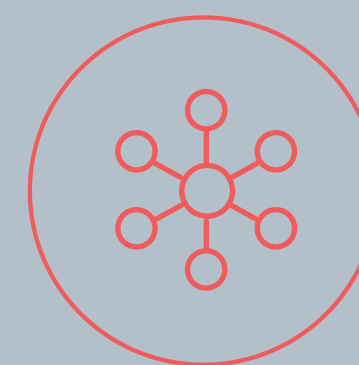
more equitable access to male-dominated industries and occupations. However, at the same time, the pandemic and its economic fallout are having a regressive global effect on equality; women are found to be more vulnerable to job loss, less recognised and more burnt out than men throughout the period. To ensure the pandemic is a true positive catalyst for diversity and equality, Champions for Change are working towards achieving gender balance and increasing ethnic diversity at all levels of our organisations in New Zealand. Emphasising collaboration and what can be done together as a team, Champions for Change are shaping initiatives across four focus areas.



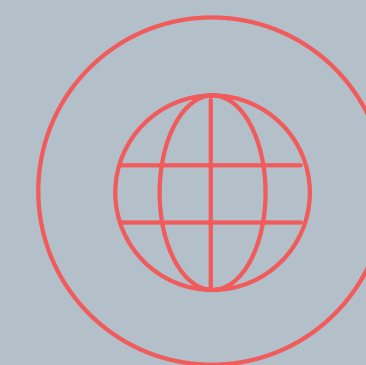
**Increasing
gender
diversity**



**Increasing Māori
and ethnic
diversity**



**Influencing the
outside world**



**Leading
inclusive
cultures**

Within each of these areas, Champions for Change are developing specific and evidence-based initiatives. In Champions for Change's 2022 report, we will highlight:

- 1 New research on the financial and non-financial implications of Diversity, Equity and Inclusion;
- 2 The transformational changes the pandemic has brought about with its mixed impact on diversity across the world;
- 3 How New Zealand is tracking on its collective and individual progress towards increased diversity and inclusion;
- 4 Lessons learned from our Champion peers across our key Priority Areas (above). It is through our togetherness and sharing the best of what we learn and have with each other that we will succeed.

Nā tō rourou, nā taku rourou, ka ora ai te iwi.



Part One

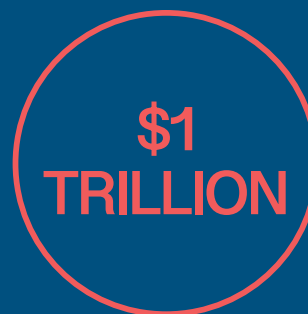
THE BUSINESS CASE FOR CHANGE



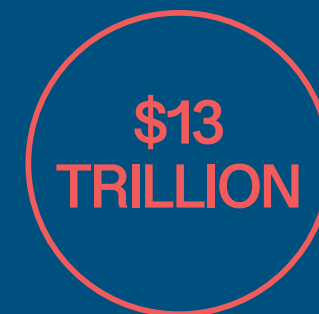
WORKFORCE PARTICIPATION

If we address female workforce participation with new jobs for women, at a global scale we could unlock \$13 trillion in global GDP by 2030.

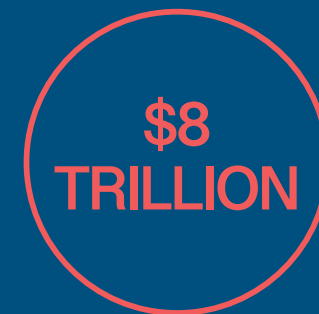
“Do nothing”
\$1 trillion
negative impact
on Global GDP



“Take action now”
\$13 trillion Global
GDP increase



“Wait to take action”
\$8 trillion
Global GDP
increase



Recently, McKinsey Global Institute (MGI) analysed three potential scenarios in the post-COVID-19 world¹ with regards to how much additional GDP can be unlocked if the gender gap (defined as workforce participation) is narrowed at a global scale:

- If we “do nothing” and let the higher negative impact of COVID-19 on women remain unaddressed, we expect to see a \$1trillion negative impact on Global GDP from new supply of jobs for women above baseline.
- If we “take action now”, with policy makers making decisions that significantly improve gender equality over the next decade, McKinsey estimates that the global value of achieving best-in-region female workforce participation by 2030 could lead to \$13 trillion of incremental GDP in that year

- If we “wait to take action”, and not undertake additional measures to drive improvements in female workforce participation, global GDP in 2030 increases by \$8 trillion, but this is \$5.4 trillion lower than it would be if action were taken now.

The McKinsey publication does not report the GDP impact for New Zealand, however, Global Women has made an estimate based on GDP uplift for other countries with similar female labour force participation (roughly 48%). By achieving best-in-region gender parity by 2030 (defined as 50% female participation in the workforce), other countries see a 9% increase on baseline 2030 GDP. Based on this, Global Women estimate for New Zealand a NZD\$20-40bn uplift in NZ 2030 GDP, a significant economic proposition for achieving gender parity here in Aotearoa².

¹ <https://www.mckinsey.com/featured-insights/future-of-work/covid-19-and-gender-equality-countering-the-regressive-effects> (July 2020)

² The purpose of this estimate is to provide a reference point for New Zealand, not to precisely predict the value of NZ GDP in 2030. Estimate for New Zealand calculated using (forecast 2030 baseline NZ GDP * 9% uplift). Forecasted 2030 baseline GDP taken directly from OECD (2022). Real GDP long-term forecast (indicator). doi: 10.1787/d927bc18-en (Accessed on 05 July 2022). Please note this estimate is based only % GDP uplift expected in France 2030 given increased female labour force participation (at same productivity as men, as outlined in original report). We have not considered confounding factors for the NZ estimate, including industry/occupation mix by gender or other economic factors





So, what measures should policy and business leaders consider? We have seen variations among countries in progress toward gender equality, and there are some themes emerging for what works:

1. Interventions to address unpaid child-care, including better recognition of unpaid work, reducing the amount of unpaid work, and rebalancing it between men and women. McKinsey Global Institute has determined that the value of unpaid-care work done by women is \$10 trillion, or 13 percent of global GDP. Some Champions for Change organisations have taken the step to move to gender neutral parental leave policies which seek to drive a more balanced approach to parental leave that supports both parents being a primary caregiver to their young families.

2. Interventions to address the underrepresentation of women in high growth, highly paid sectors. While Covid has made the working world far more flexible which is a

positive for the increased participation of women, higher-growth, higher-paid sectors, such as construction, trades apprentices, and digital and technology are still underrepresented by women. Opening up pathways and breaking down barriers for women via targeted education and apprenticeship programmes will be critical in driving higher participation rates by women in these growth industries.

3. Interventions to address attitudinal biases. Any drive toward gender parity arguably starts with efforts to change entrenched, widespread attitudes about women's role in society. This is an extremely difficult and complex challenge - Governments, businesses, and other stakeholders can run campaigns and enlist male champions to help drive home the idea that a larger number of women at work represents socially and economically beneficial progress. This is the calling for our Champions, and for Global Women.

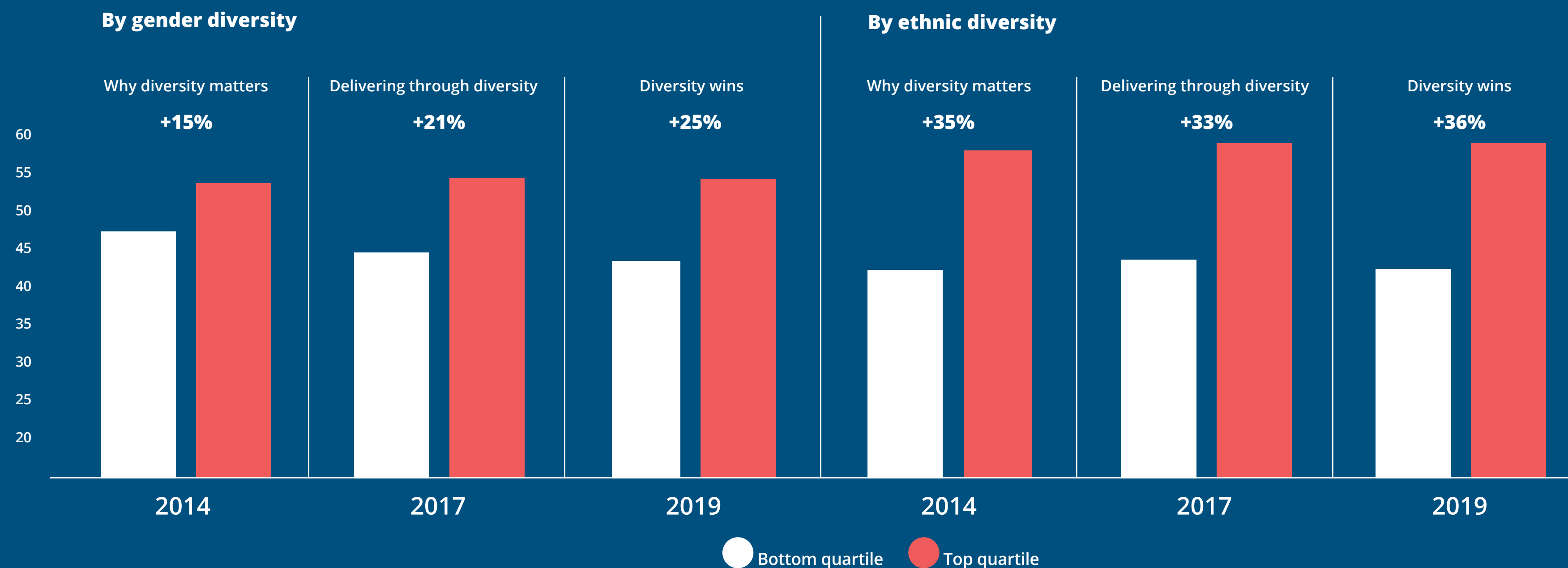


Analysis shows that companies also gain from investing in **gender equality**. Those in the top quartile for gender diversity on executive teams were **25%** more likely to have above-average **profitability**³ than companies in the bottom quartile (up from 21% in 2017 and 15% in 2014).

McKinsey's 2019 report⁴ affirms the strong business case for **ethnic and cultural diversity**. In 2019, top-quartile companies outperformed those in the fourth one by **36%** in profitability, slightly up from 33% in 2017 and 35% in 2014. The likelihood of outperformance continues to be higher for diversity in ethnicity than for gender.

This growing polarisation between high and low performers is reflected in an increased likelihood of a **performance penalty**. In the same report⁵, McKinsey found that fourth-quartile companies for gender diversity on executive teams were 19% more likely than companies in the other three quartiles to underperform on profitability – up from 15% in 2017 and 9% in 2015. At companies in the fourth quartile for **both gender and ethnic diversity**, the penalty was even steeper: they were 27% more likely to underperform on profitability than all other companies in the McKinsey data set.

Likelihood of financial outperformance, %



McKinsey & Company (2020): Diversity Matters: How inclusion matters. <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>

³ Difference in likelihood of financial outperformance vs. the national industry median of five years average EBIT margin, using the full dataset of companies in each year

⁴ <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters> (May 2020)

⁵ <https://www.mckinsey.com/featured-insights/future-of-work/covid-19-and-gender-equality-countering-the-regressive-effects> (July 2020)



OVERALL PERFORMANCE BENEFITS OF DEI



A company's ability to win the war for talent.

Organisations can both retain and attract top talent through their commitment to diversity, by monitoring the demographic profile of their changing workforce¹² and ensuring initiatives are in place to make the organisation attractive to the whole talent pool



Customer insights and innovation.

Companies with more women and culturally diverse leadership teams are more likely to introduce new innovations⁶ and products than those with homogenous groups



Quality of decision-making.

Diverse teams focus more intently on facts and show empowerment to participate, bringing multiple perspectives to bear on problems thereby boosting the odds of more creative solutions⁷ (e.g., a McKinsey study in Latin America⁸ has found that employees in companies committed to diversity are about 150% more likely to report that they can propose new ideas and try new ways of doing things)

⁶ <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-still-matters> (May 2020)

⁷ <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-still-matters> (May 2020)

⁸ <https://www.mckinsey.com/br/our-insights/diversity-matters-america-latina> (July 2020)

⁹ <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-still-matters> (May 2020)

¹⁰ <https://www.mckinsey.com/br/our-insights/diversity-matters-america-latina> (July 2020)





Organisational health. Companies committed to diversity tend to excel in employee motivation and satisfaction⁹, regardless of employee gender, sexual orientation or race/ethnicity (e.g., a McKinsey study in Latin America¹⁰ found that **63%** of employees indicated that they are satisfied at work, compared to just **31%** of companies that are not perceived as diverse)

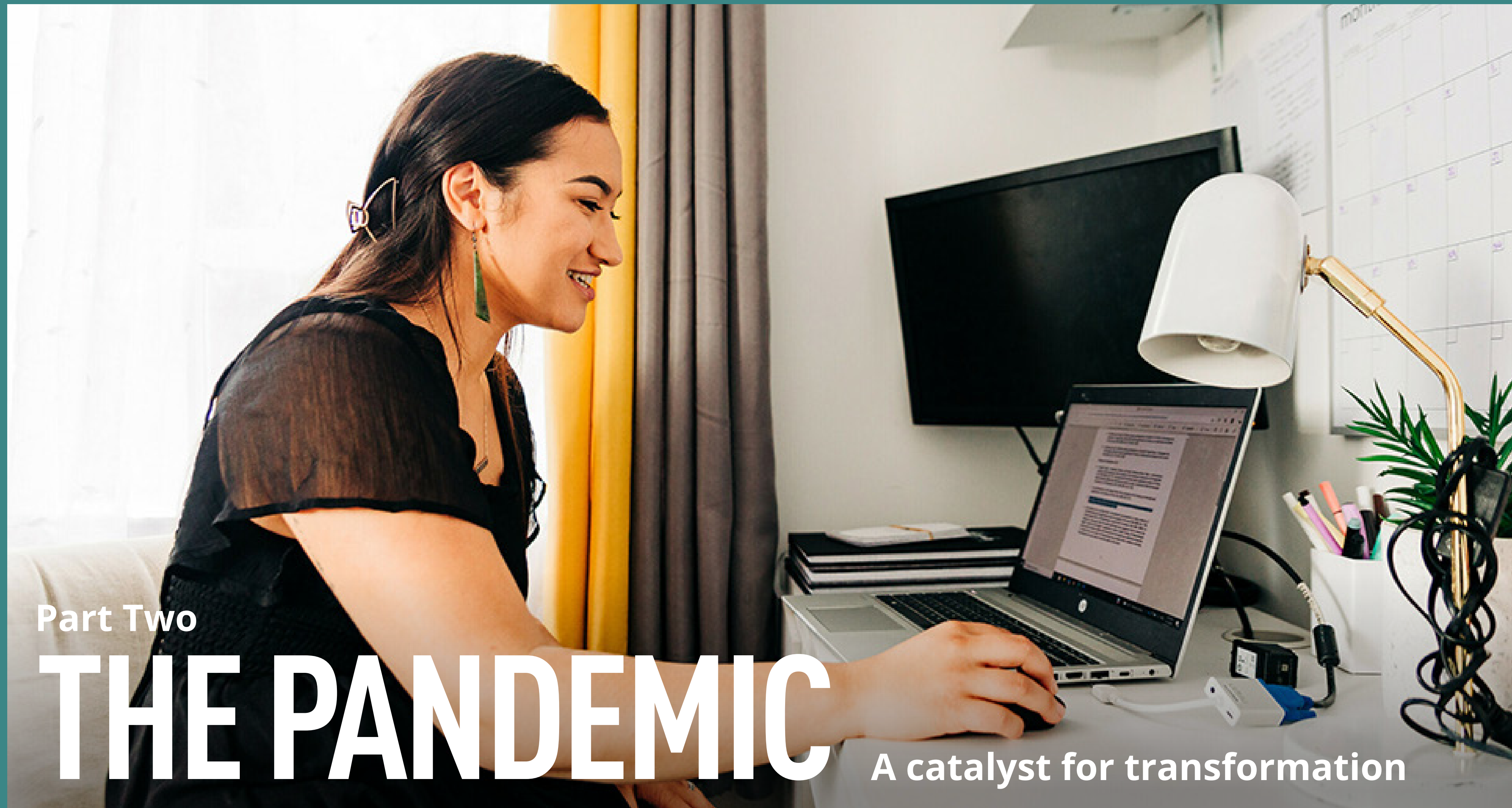


A company's global image and license to operate. Companies that maintain or even increase their focus on inclusion and diversity during the downturn are likely to avoid the risk of being penalised in its aftermath¹¹ (e.g., losing customers, struggling to attract talent, and losing government support etc.)

¹¹ <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-still-matters> (May 2020)

¹² <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-still-matters> (May 2020)





Part Two

THE PANDEMIC

A catalyst for transformation



RAPID CHANGE IN DIGITISATION

The pandemic has shown us the power that organisations have for transformational change, but the impact of this change in workplace equality has been mixed

Research has highlighted four key areas that have changed due to digitisation:¹³

- Companies **rapidly increased remote working and/or collaboration due to COVID-19**. Before the pandemic, it would have taken more than a year to implement remote working; during the pandemic, it took an average of 11 days to implement a workable solution, with nearly all companies switching to remote working within a few months (see graph).
- Companies across sectors have also changed the way they do business, **accelerating** the digitisation of customer and supply-chain

interactions, as well as internal operations by three to four years (see graph).

- Consumers have adopted digital as the main channel (see graph), with the majority of customer interactions both globally and regionally being digital compared to several years prior.
- As a result of physical distancing and lockdowns, digital became the primary channel across the entire value chain, which makes omni-channel strategies critical as three-quarters of people using digital channels for the first time during the pandemic said they will continue using them when things return to “normal”¹⁴.

Time required to respond to or implement changes, expected versus actual (number of days)

	Expected	Actual	Acceleration factor, multiple
Increase in remote working and/or collaboration	454	10.5	43
Increasing customer demand for online purchasing/services	585	21.9	27
Increasing use of advanced technologies in operations	672	26.5	25
Increasing use of advanced technologies in business decision making	635	25.4	25
Changing customer needs/expectations	511	21.3	24
Increasing migration of assets to the cloud	547	23.2	24
Changing ownership of last-mile delivery	573	24.4	23
Increase in nearshoring and/or insourcing practices	547	26.6	21
Increased spending on data security	449	23.6	19
Build redundancies into supply chain	537	29.6	18

McKinsey & Company (2020): How COVID-19 has pushed companies over the technology tipping point—and transformed business forever. <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/how-covid-19-has-pushed-companies-over-the-technology-tipping-point-and-transformed-business-forever>

13 <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/how-covid-19-has-pushed-companies-over-the-technology-tipping-point-and-transformed-business-forever> (October 2020)
14 McKinsey Consumer Pulse surveys, conducted globally



DECELERATIONS THROUGH THE PANDEMIC

*Global decelerations through the pandemic:
gender diversity in the workplace*



Research has found that due to existing gender inequalities, women are more vulnerable to COVID-19 related economic effects. Female job loss rates due to COVID-19 are about 5.7 percent, 1.8 times higher than male job loss rates, which are at 3.1 percent globally¹⁵.

This phenomenon can be explained by:



Different occupational mix,

with research showing female jobs being 19% more at risk than male jobs¹⁶, as women are disproportionately represented in sectors negatively affected by the COVID-19 crisis



Unpaid care disproportionately represented by women, with 75% of total unpaid care work undertaken by women¹⁷ (including childcare/elderly caring/cooking/cleaning)



Disproportionate impact on female entrepreneurship¹⁸,

given scarce financial capital to invest in businesses



Impact of automation, where research has found 40 to 160 million women globally (7-24% of those currently employed) may need to transition occupations by 2030¹⁹

¹⁵ <https://www.mckinsey.com/featured-insights/future-of-work/covid-19-and-gender-equality-countering-the-regressive-effects> (July 2020)

¹⁶ <https://www.mckinsey.com/featured-insights/future-of-work/covid-19-and-gender-equality-countering-the-regressive-effects> (July 2020)

¹⁷ <https://www.mckinsey.com/featured-insights/future-of-work/covid-19-and-gender-equality-countering-the-regressive-effects> (July 2020)

¹⁸ <https://www.mckinsey.com/featured-insights/future-of-work/covid-19-and-gender-equality-countering-the-regressive-effects> (July 2020)

¹⁹ <https://www.mckinsey.com/featured-insights/future-of-work/covid-19-and-gender-equality-countering-the-regressive-effects> (July 2020)





Higher chance of burn-out, particularly women in leadership,

with 1 in 3 mothers saying they have considered downshifting their careers or leaving the workforce²⁰. Research shows that for every 100 men promoted to manager, only 86 women are promoted



A particularly difficult experience at work for women of colour²¹,

who experience disrespectful behaviour at a higher rate than males

²⁰ <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace> (September 2021)

²¹ <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace> (September 2021)



ACCELERATIONS THROUGH THE PANDEMIC

Global accelerations through the pandemic: flexibility and inclusion practices

While some diversity, equity and inclusion practices have experienced deceleration, the research from McKinsey²² also shows some positive changes coming from the pandemic, especially around flexibility and inclusion practices.



Flexibility and remote work:

The disruption of the pandemic has accelerated a fundamental change in the way people work. While the full impact of the pandemic is unclear, one thing is certain: **hybrid working** is here to stay²³.

- Flexibility in employee work time and locations can improve gender equality in the workplace and at home. Access to flexibility has potential to boost women's workforce participation and provide more equitable access to male-dominated industries and occupations, including leadership roles.
- Likewise, men have the flexibility to balance the demands of work and domestic care, with the potential to perpetually change gender norms at work and at home.
- Hybrid work is also more inclusive of diverse groups. McKinsey research found that women are approximately 10% more likely than men to quit if hybrid work is unavailable²⁴, and similarly, LGBTQ+ employees are 24% more likely than heterosexual employees to leave.



Inclusion practices, including work-life support, team building and mutual respect:

Employees have shown clear consensus that inclusion practices should be prioritised into the future.

- Employees are re-assessing work-life trade-offs and searching for organisations that emphasise well-being and purposeful work²⁵, highlighting a shift in focus on non-work demands and interests.
- Research suggests that remote work can lead to static and siloed collaboration²⁶. Employers are increasingly focusing on building stronger inclusive teams to foster trust, collaboration, and healthy conflict²⁷.
- Employers are increasingly focusing on the well-being of all employees, and a commitment to treat one another fairly and respectfully.

The pandemic has created a rare opportunity to change workplace and gender norms, which could result in greater representation of women in the workplace and recognising women in leadership. Companies should think deeply about the decelerations facing gender equality, and continue this momentum of flexibility and inclusion practices to ensure they champion diversity, equity and inclusion in the workplace.

²² <https://www.mckinsey.com/business-functions/people-and-organisational-performance/our-insights/hybrid-work-making-it-fit-with-your-diversity-equity-and-inclusion-strategy> (April 2022)

²³ <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace> (September 2021)

²⁴ <https://www.mckinsey.com/business-functions/people-and-organisational-performance/our-insights/hybrid-work-making-it-fit-with-your-diversity-equity-and-inclusion-strategy> (April 2022)

²⁵ <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/supporting-employees-in-the-work-life-balancing-act> (February 2022)

²⁶ <https://www.nature.com/articles/s41562-021-01196-4> (September 2021) - original article where McKinsey sourced

²⁷ <https://www.mckinsey.com/business-functions/people-and-organisational-performance/our-insights/hybrid-work-making-it-fit-with-your-diversity-equity-and-inclusion-strategy> (April 2022)





Part Three

OUR PROGRESS





So how is New Zealand tracking on its collective and individual progress towards Diversity, Equity and Inclusion?

The original intention of the Champions for Change Diversity, Equity 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 2020 and 2021 reporting, we examined our data on the gender and ethnic composition of our organisations through the dual lenses of participation and power. In this section we will highlight key progress indicators across these areas.



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.

While only half of our industries have closed the gap on gender workforce participation, our Champions have significantly better female workforce participation in the industries that struggle most with attracting and retaining women (Construction, Transport, Electricity, Gas, Water and Waste Services). This shows that intentional and sustained policy and investment designed to drive greater female workforce participation can make a difference even in industries where there has been historical male dominance.

Key insights from our research into NZ Workforce Participation:

56%

56% of highly skilled and skilled NZ workforce are female (up 1% since 2021)

48%

Roughly 48% of the low-skilled NZ workforce is female (down 1% since 2021)

47%

We are moving toward equal workforce participation for men and women, with women making up 47% total NZ workforce

36%

While 36% of total NZ Working Age Population is ethnically diverse (non-European), 42% total Champion Workforce is reported as ethnically diverse

47%

of all New Zealand reporting industries have reached the 'gender balance zone' (8 out of 17 industries with >40% participation of both genders)



Gender Participation by NZ Industries

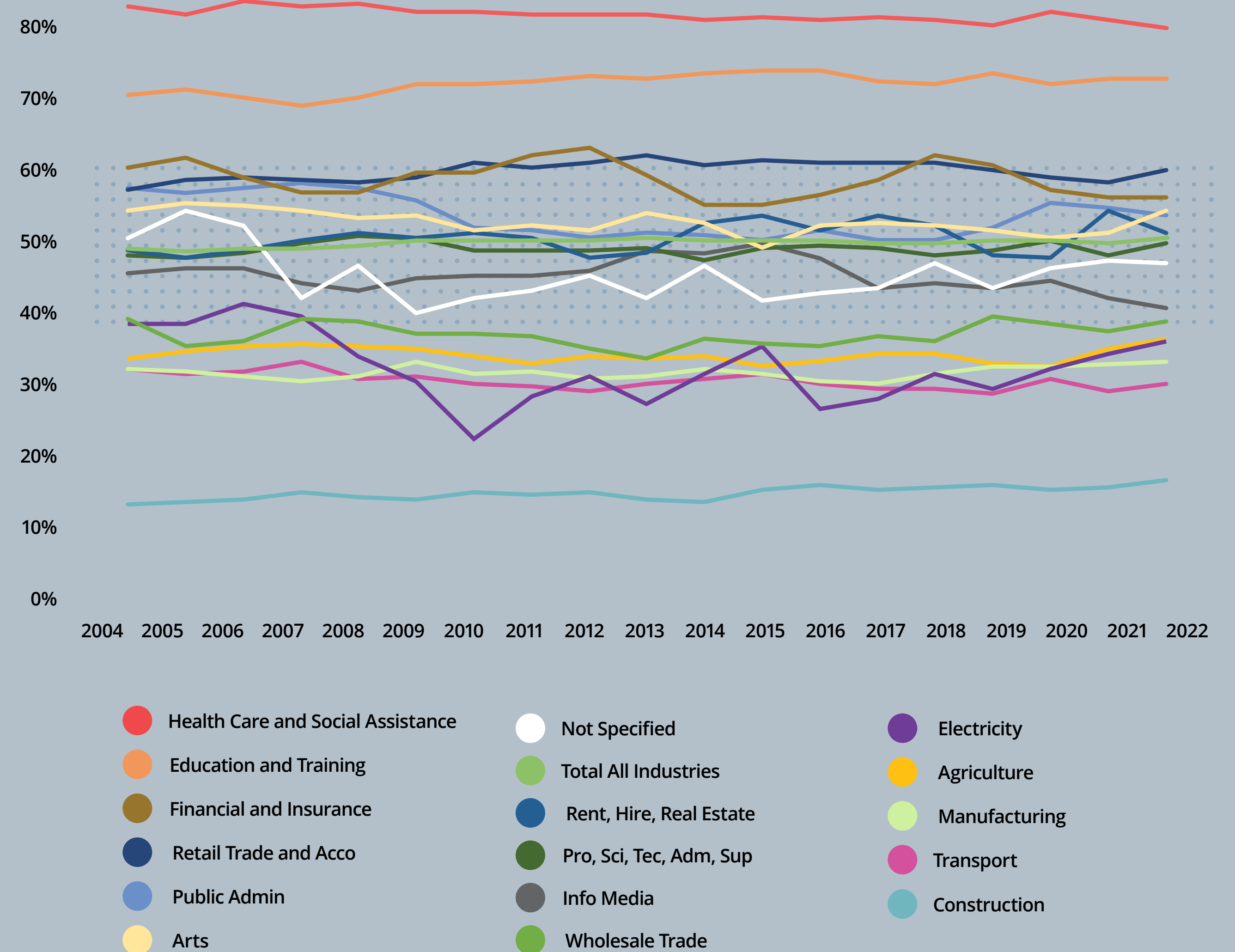
In Exhibit 1, we report female participation by NZ Industry Group based on Statistics NZ (annual to March 2022).

Roughly half of industry groups in New Zealand report female participation above 40%, most of which are consistent with last year's results. Of the eight industries with a participation gap, most have shown an increase year-on-year by 1-2%.

However, 63% of all New Zealand industry groups have shown some progress toward closing the participation gap versus 2021, with some particularly strong performers at 1.5 - 3% increase in female participation year-on-year.

Female participation in NZ Industries (NZSIOC)

Exhibit 1: Female Participation by Industry

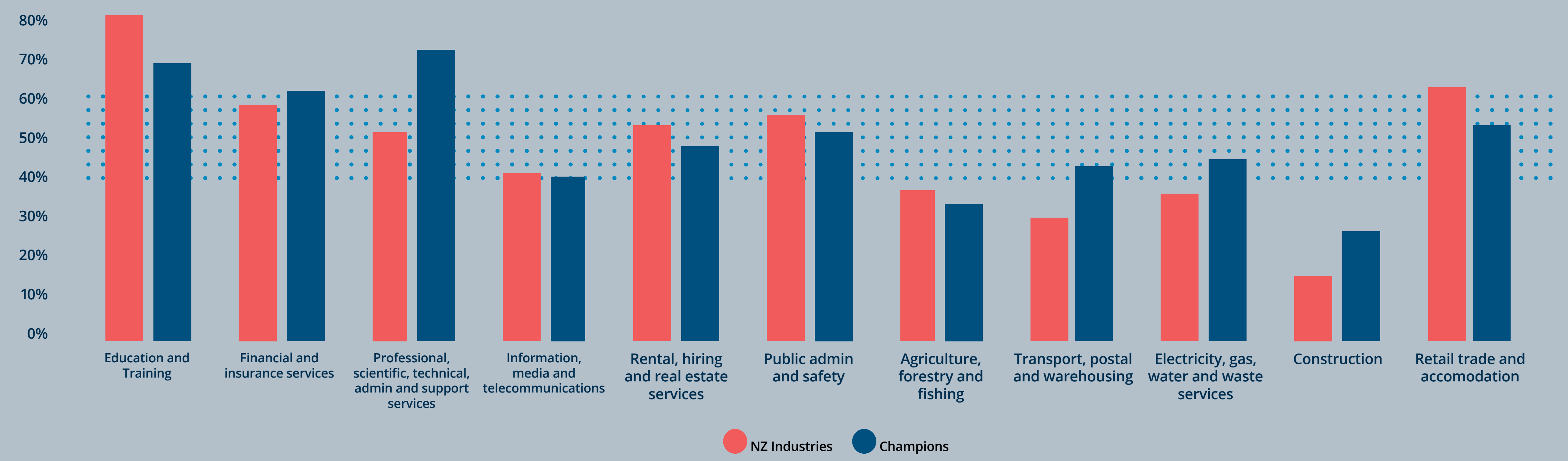


Gender Participation by Industry and Champions

While only half of our industries have closed the gap on gender workforce participation, our Champions have significantly better female workforce participation in the industries that struggle most with attracting and retaining women (Construction, Transport, Electricity, Gas,

Water and Waste Services) demonstrating that intentional and sustained policy and investment designed to drive greater female workforce participation can make a difference even in industries where there has been historical male dominance.

Exhibit 2: Female Participation by Industry and Champion Status - 2022



Female participation in NZ Industries (NZSIOC) compared with Champions organisations

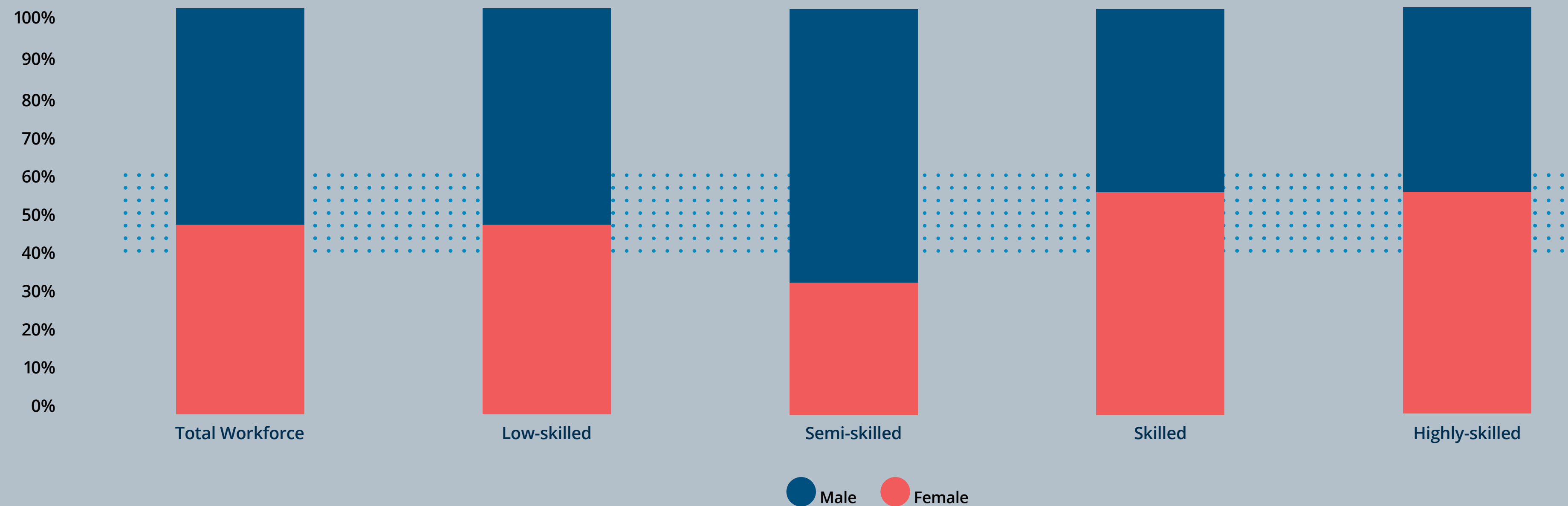


Gender Participation by Skill Level

Exhibit 3 below shows the gender distribution of the nation's workforce as a whole and then by the skill levels associated with occupations. As shown, female participation in the overall workforce has shown a slight increase to 47% (+0.6%) from 2021 to 2022.

Most skill levels have female participation above 40%, excluding the 'semi skilled' category.

Exhibit 3: Gender Participation by Occupation Skill Level, NZ

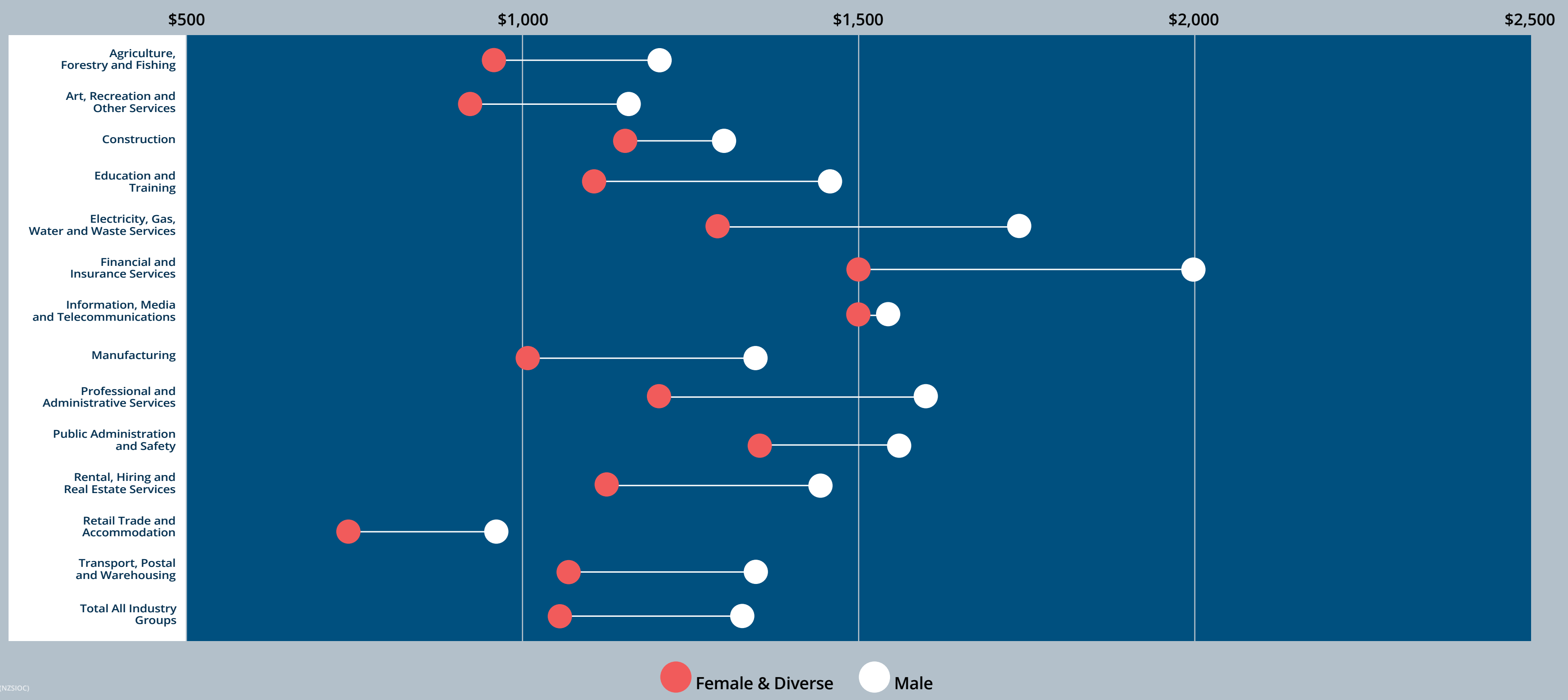


Industry gender pay gap

The median weekly earnings of women are lower than men across all reported industries. The gap in median earnings is largest in the Financial and Insurance industry where women make up 53% of participants.

Breaking down entrenched occupational segregation and the gender pay gap remains a focus for Champions for Change organisations – we have recently committed to publicly reporting gender pay gaps* as a lever to drive more transparency and accountability in this area.

Exhibit 4a: Median Weekly Earnings of Workforce by Gender



Highly-skilled and skilled workforce by gender earnings band 2022 (NZSIOC)
*Organisations over 50 FTE in NZ



Participation by Ethnicity

A total of 39 champion organisations submitted ethnicity data in 2022, up from 30 in 2021.

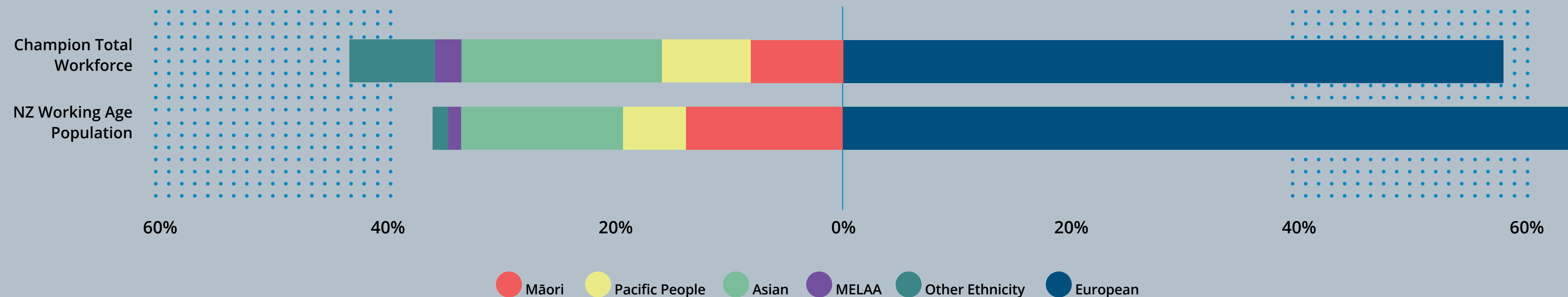
We are continuing to work on improving the quality and coverage of ethnicity data. Not all Champion organisations have been able to collect ethnicity information in the aggregate. “Not Stated” accounts for 6% of responses, although handling of this category is also not consistent. “Not Stated” responses are excluded from the 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.

Here it is important to note that not all Champion organisations have been able to collect ethnicity information, and information may not be exhaustive for those that have reported ethnicity information.

Statistics New Zealand shows that the overall ethnically diverse workforce (taken here as non-European workforce) accounts for approximately 36% of the NZ Working Age Population (See Exhibit 5). Our Champion organisations report higher proportions of ethnically diverse workforces, recording 42% of the reported workforce. Note we explore the breakdown of ethnicity by work category in the next section.

Exhibit 5: Ethnicity representation by work category



POWER GAP

A power gap exists in industries and organisations where there is substantial difference between the proportion of female employees in non-management roles and those in more senior roles.

Key Insights on Champions progress towards closing the power gap:

Across our Champion organisations we are continuing to see increased representation of women in senior leadership

Champion Boards have higher female participation (37%) than both the NZX50 (33%) and the S&P100 Boards (31%).

Champions organisations are more likely to have a female CEO (26% of current champions versus 14% of all NZX50 CEO's)

Champion organisations have increased participation of women in all levels of senior leadership.

Champion organisations are also increasing ethnic diversity across all levels of senior leadership.

Ethnicity power gap:

39 champion organisations submitted ethnicity data in 2022, up from 30 in 2021. For our Champion Organisations in 2022, 'non-European' representation made up:

21% of Boards (up 4% YoY)

23% of Key management Personnel (up 6% YoY)

23% Other Execs (up 4% YoY)

26% Senior Manager (up 3% YoY)

33% Other Manager (up 4% YoY)

46% Non-Manager (up 2% YoY)



Introduction to the 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.

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 decisionmaking; 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



Gender Representation in Champion Organisations by Work Category

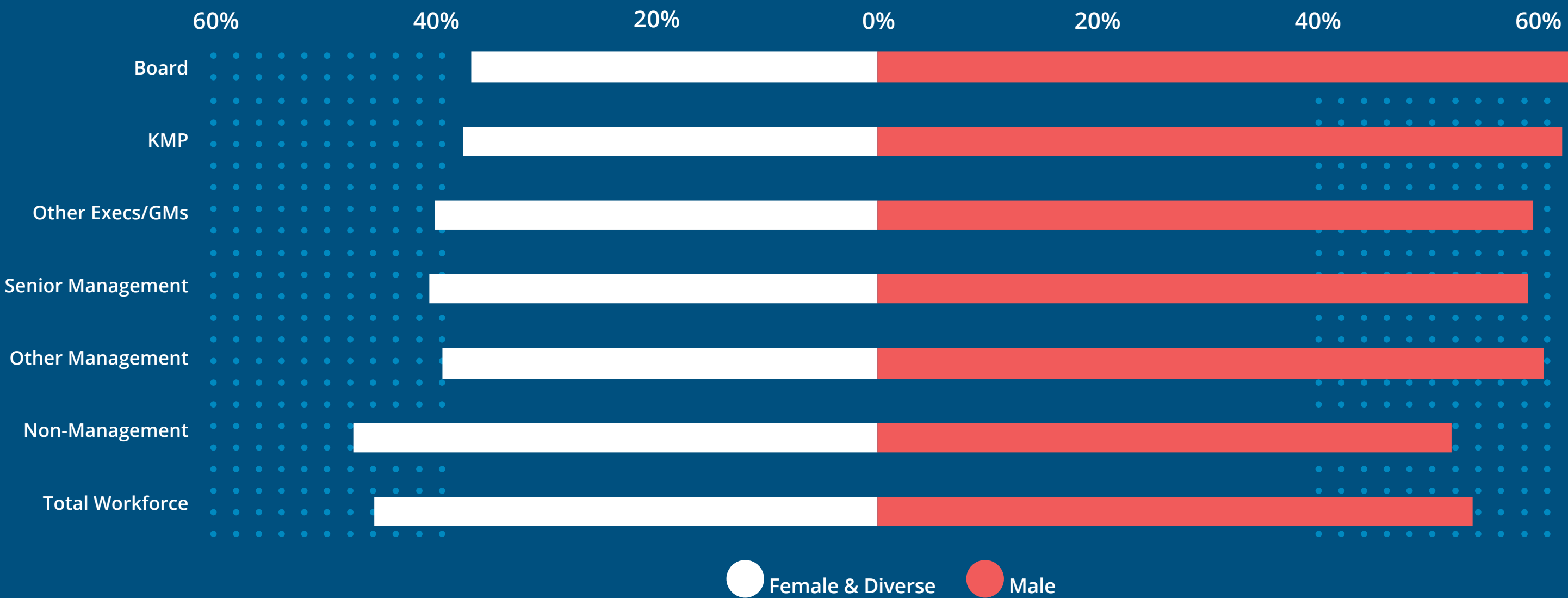
Champions for Change have an objective to achieve 40/40/20 gender balance in all six work categories. Exhibit 6 shows the aggregate gender representation results for all Champion organisations in 2022, by work category, with an overall workforce view also provided.

Overall, we have increased gender representation across the workforce by 2% from last year. While five of six work categories were below 40% female representation in 2021, this year we

are seeing increases in gender balance across 'Key Management Personnel', 'Other Execs/GMs', 'Senior Management', and 'Other Managers'.

Most notably in 2022, the 'Other Execs/GMs' category had a significant increase in female representation from 34% in 2021 to 40% in 2022 (increase of 6%). Board-level participation is stagnant just below 40% participation of women and should remain a focus area for our senior leaders.

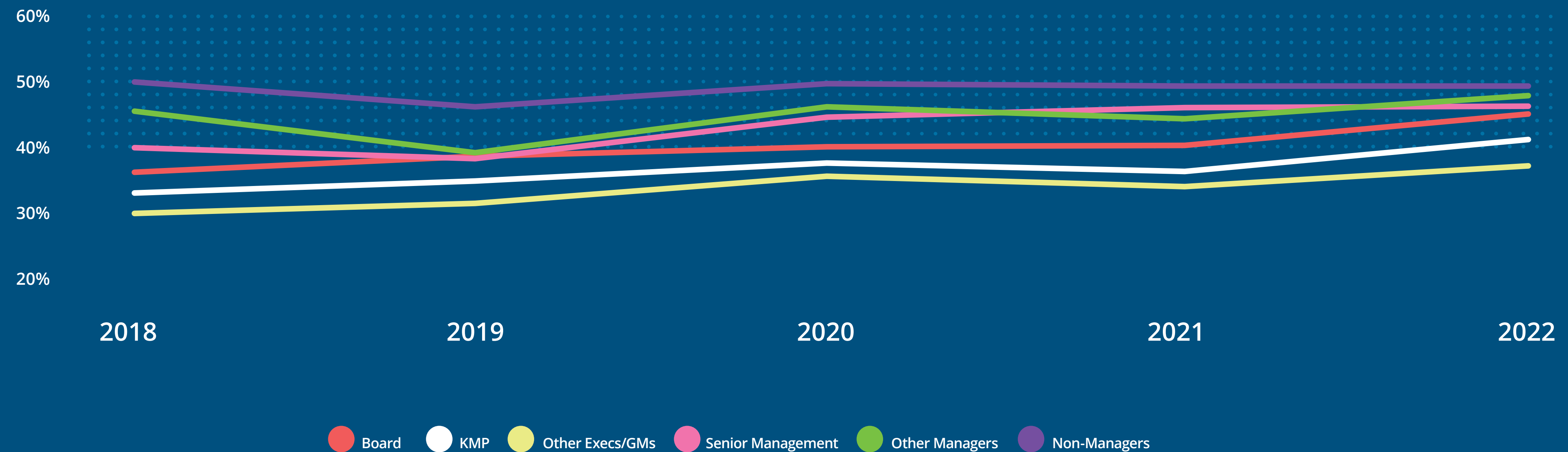
Exhibit 6: Gender Representation by Work Category



Founding Champions

Founding Champions have made targeted and consistent investment in progressing women in leadership roles, leading to consistent increases in female participation across all leadership levels.

Exhibit 7: Female Representation - Founding Champions 2018 - 2022



Gender Representation in Boards and Chairs

Exhibit 8 shows that while our Champion Organisations are not quite at 40% Female Representation on Boards overall, we are performing better than relevant comparable indexes in Board female representation.

There is an improvement in absolute numbers to 14 or 31% in 2022, from the 12 women Chairs in 2021, and compares favourably with 24% NZX50 female representation (or 12 of 50; see exhibit 9).

Exhibit 8: Board Gender Representation by Group

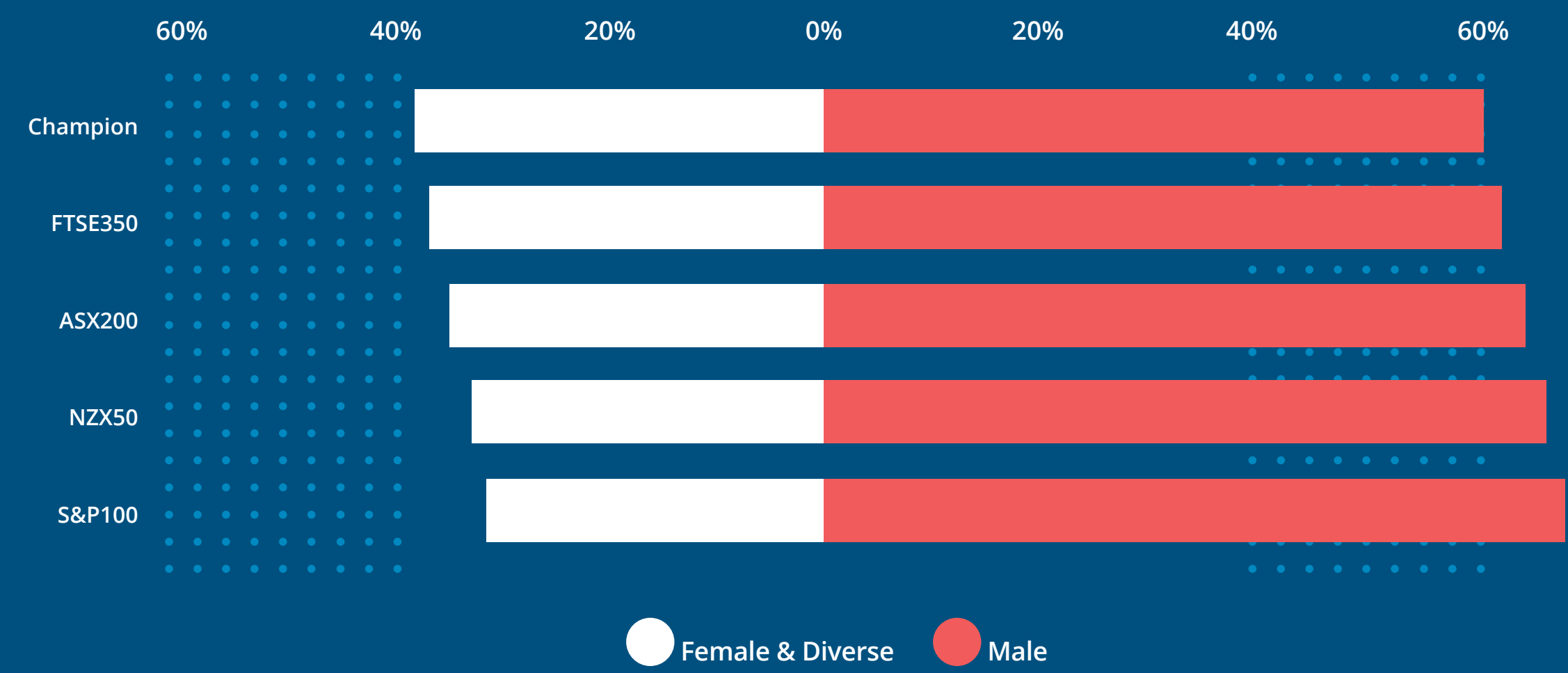
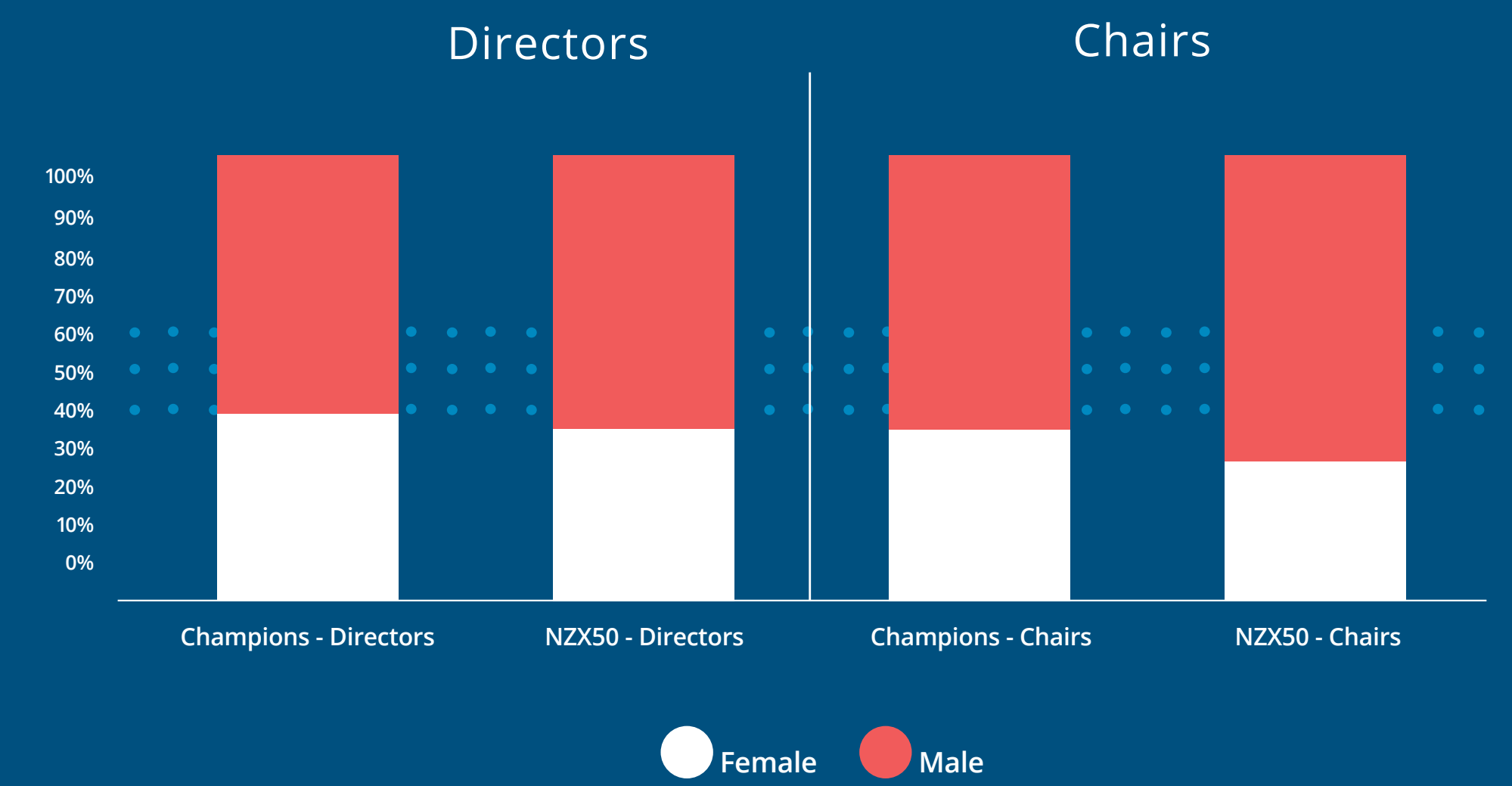


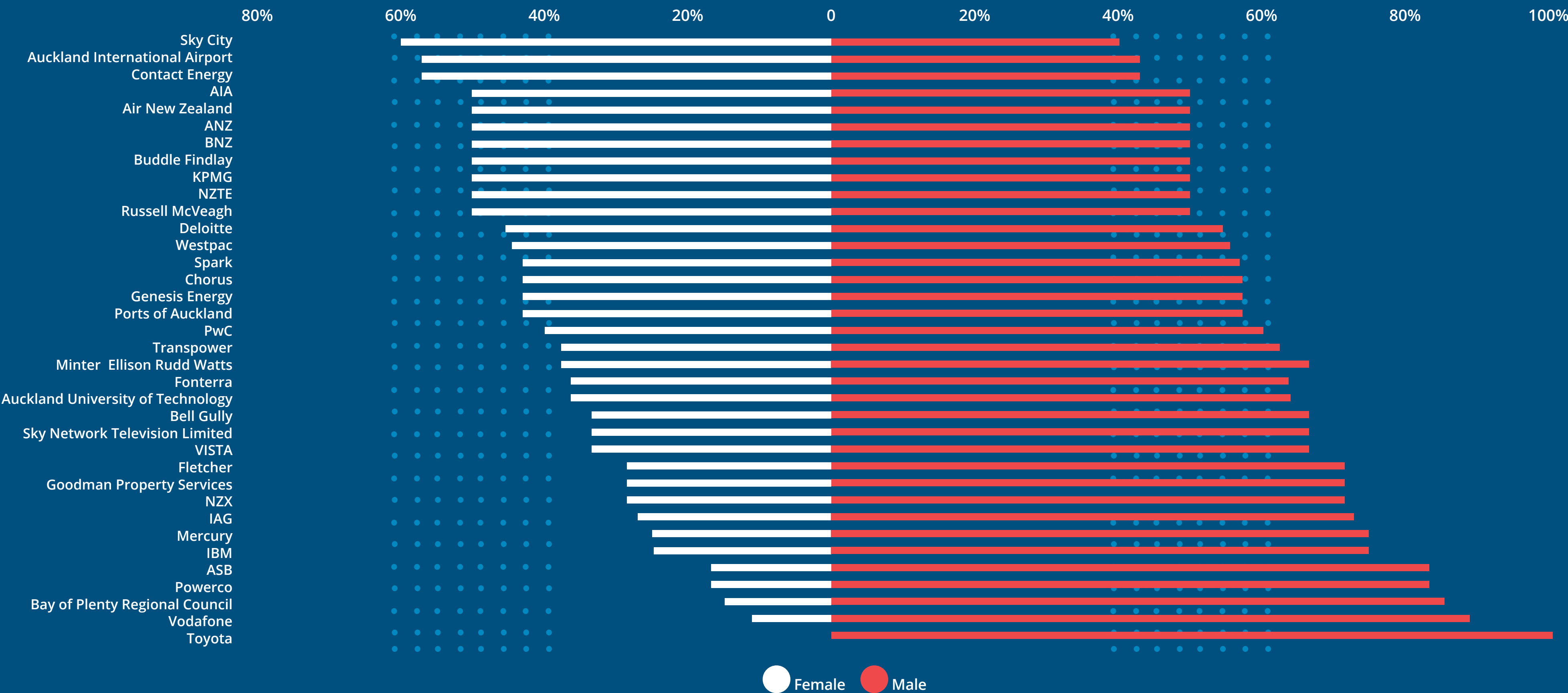
Exhibit 9: Gender Representation of Directors & Chairs



Board gender representation Champions for Change

When we look at the gender representation for individual Champion Organisations (Exhibit 10), there is movement towards greater gender participation across most. 40% of our Champion Organisations (18 of 44) have met the champions goal of 40% female board representation. More than half of our boards are yet to reach our target – indicating we have significant work to do.

Exhibit 10: Board Gender Representation Champions for Change

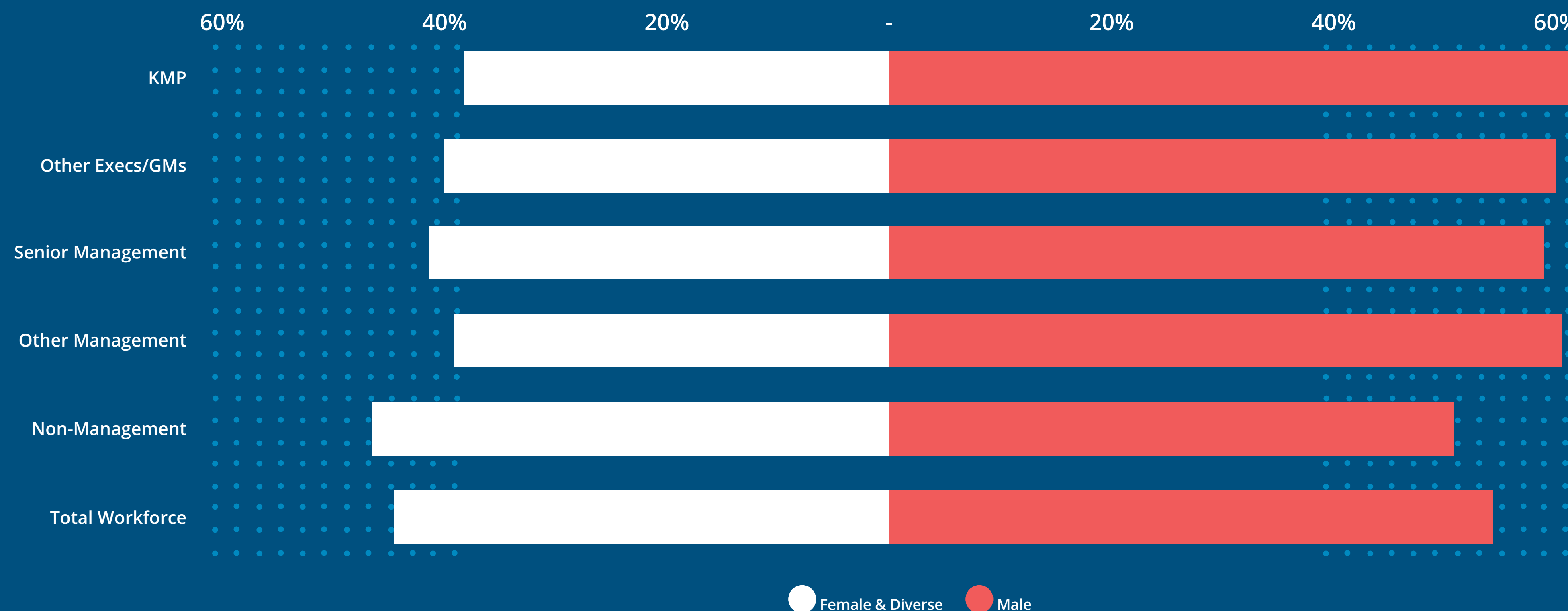


Champions Management Teams

Our Champion organisations have reached at least 40% female representation across all management positions other than Key Management Personnel (see Exhibit 11).

This is a great improvement since last year, where 'Other Execs/GMs' and 'Other Managers' were still below 40% female participation.

Exhibit 11: Management Gender by Work Category



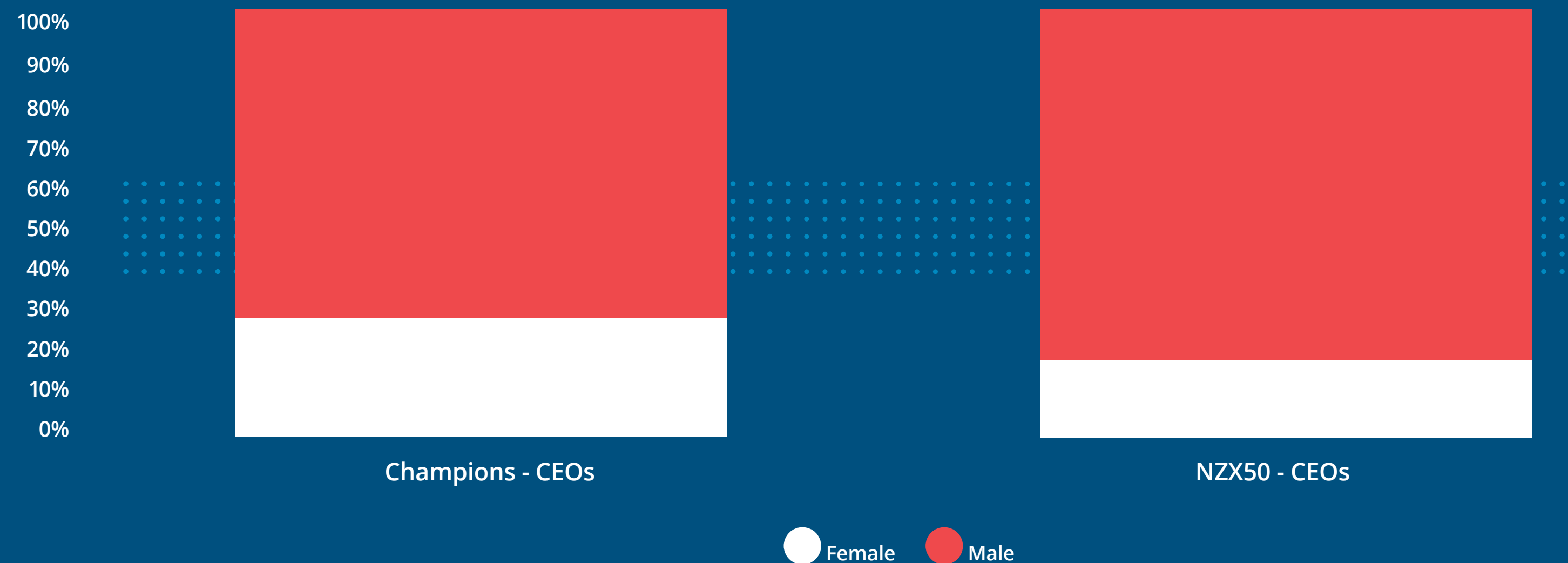
CEO Representation in Champion Organisations

Looking at Chief Executive positions only (Exhibit 12), Champions have a 26% representation of women (11 of 42 organisations), significantly higher than the 14% of NZX50 companies. This is an improvement compared to 2021, where nine of the 39 Champion organisations (or 23%) had women CEOs.

Of the 42 Champion organisations that reported management figures, the following 11 have women CEOs:

- ANZ Bank New Zealand (Antonia Watson)
- ASB (Vittoria Shortt)
- Auckland International Airport (Carrie Hurihanganui)
- Bay of Plenty Regional Council Toi Moana (Fiona McTavish)
- IAG New Zealand Limited (Amanda Whiting)
- Russell McVeagh (Jo Avenell)
- Sky Network Television (Sophie Moloney)
- Spark (Jolie Hodson)
- The Treasury (Caralee McLiesh)
- Transpower New Zealand (Alison Andrew)
- Westpac (Catherine McGrath)

Exhibit 12: CEO Gender Representation Champions & NZX50



Overall Gender Representation for Champions Organisations

Champions have committed to a target range of 40% to 60% gender balance. The exhibit below shows the female representation for each Champion organisation in 2022.

Exhibit 13: Female Representation by Champion Organisation 2022, Part 1



Continued on next page



Overall Gender Representation for Champions Organisations

Exhibit 13: Female Representation by Champion Organisation 2022, Part 2



Continued on next page



Overall Gender Representation for Champions Organisations

Exhibit 13: Female Representation by Champion Organisation 2022, Part 3



Continued on next page



Overall Gender Representation for Champions Organisations

Exhibit 13: Female Representation by Champion Organisation 2022, Part 4



Gender Diverse Representation



We have been collecting “Gender Diverse” as a gender identity for the last four years (2019-2022). 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 2021 that number rose to 84 and this year increased again to 109. In that time, the number of organisations reporting gender diverse staff rose from 10 in 2019, to 12 in 2020, 15 in 2021, to 20 this year – heading towards 50% 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.



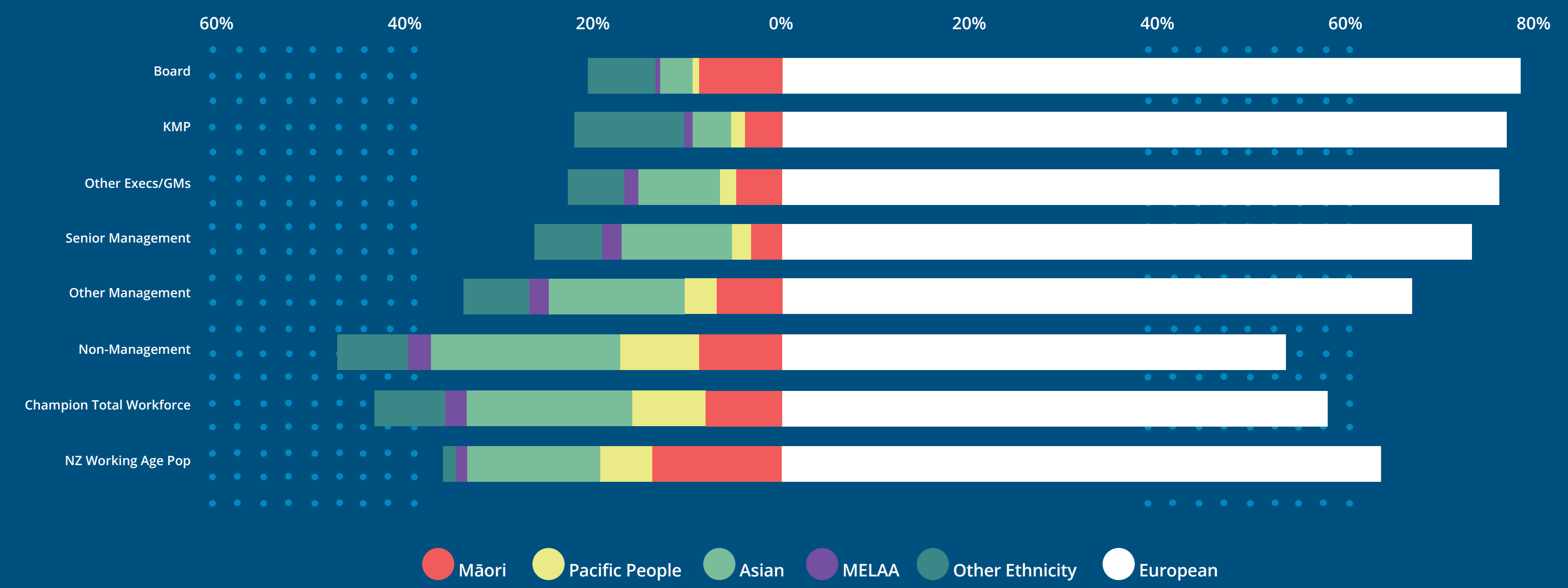
Ethnicity Representation in Management

As mentioned in the last section, 39 champion organisations submitted ethnicity data in 2022, up from 30 in 2021.

While the Champion's reporting shows at least 40% ethnic diversity in the overall workforce, it is driven by non-management positions. Significant gaps in Management to Board-level positions exist for non-European ethnicities (Exhibit 14).

Again, it is important to note that not all Champion organisations have been able to collect ethnicity information, and information may not be exhaustive for those that have reported ethnicity information.

Exhibit 14: Ethnicity Representation by Work Category





Methodology

Data collection Methods

Led and guided by their HR and executive teams, companies that reported in 2018-22 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

Industry data was sourced directly from Stats NZ data.

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.





Methodology cont.

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, 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.

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.





Part Four

OUR FOCUS AREAS



As we move into the steady state post pandemic, we believe there is an opportunity for transformational change, resulting in impact on equality across our four priority initiatives

In the 2021 Champions for Change Diversity Impact Report, we shared our intention to establish a collaborative work program organised around four focus areas:

1. Increasing gender diversity

Despite the gains in gender diversity in recent years, there is still much to do to accelerate to our goal of gender balance and 40/40/20 across our workforces and leadership teams. This workstream seeks to design transformational activities that move the dial to and beyond 40/40/20 over time

2. Leading inclusive cultures

This workstream seeks to Influence Aotearoa workplace culture relating to inclusion and diversity; driving a sense of belonging, safety and respect in our workplaces across the motu. Inclusive culture unlocks the power of diversity. Driving a sense of belonging, safety and respect within an organisation accelerates the realisation of the business case for DEI.

3. Increasing Māori and ethnic diversity

This workstream is on a mission to reduce and eliminate participation, power and pay gaps over time for Māori and ethnic people across the Aotearoa workforce. Māori are a young population and will make up a much larger share of the working age population in the future. Rangatahi will be the backbone of the future of Aotearoa and we will all benefit from supporting them to be the leaders we know they are.

4. Influencing the outside world

This focus area recognises the fact that there are systemic issues that impact on both participation, power and pay gaps in Aotearoa workplaces and seeks to identify opportunities to light the path for systemic change that will contribute to the economic and social prosperity for Aotearoa. Through the workstream we will design, test and prove a program of work that can be adapted and adopted by a range of industries to unlock barriers to inclusion and break down systemic bias.

Our focus this year is to showcase some of the great examples of work done across each of these priority areas. In the future, we will share more on the initiatives and their impacts.



SKY CASE STUDY

Increasing gender diversity

'See the Possible' campaign

How did this campaign come about?

We are privileged to create stories and deliver women's sport to New Zealanders. With that privilege comes a responsibility to nurture and grow women's sport by using our platform, our story-telling skills and our own strong women/wāhine toa to showcase women in sport and to inspire more women and girls to be involved in sport (as participants, leaders, coaches, producers, content creators, fans and camera operators).

What is it seeking to achieve and what are the existing barriers that need to be addressed to close participation and power gaps for women?

As a broadcaster, partner and sponsor, Sky has a critical role to play in making women's sport more accessible and more visible to all New Zealanders. Through greater visibility, we help to create positive role models that can motivate and inspire the next generation.

Sky is airing more women's sport than ever before, behind the paywall and in front of it, with partners, in social media and on Prime our own free-to-air channel.



“

...TO SHINE
A LIGHT ON
THE WĀHINE
TOA WHO
INSPIRE US...

We want to show girls and women what is possible through our ‘See The Possible’ campaign – which is more than an ad; it’s a full programme of stories and other work to shine a light on the wāhine toa who inspire us week in, week out on the field, on the water, on the track, on the mountain, on the court, behind the scenes, keeping a record – anywhere they’re performing, we’re behind them, lifting them up.

Why is it important to Sky?

Sky can show New Zealand tamariki/ children, rangatahi/teenagers and young people and wāhine/women what is possible in sport. We can help New Zealand see the possible and encourage them to participate and to strive.

What is your view on the role of the media in breaking down the systemic biases that impact women?

We simply need to stand up and do more, but in a way which is women-centred, relatable, fresh, engaging and inspiring.

What has the broader societal impact of the campaign been?

We can’t say that yet, but we have started

a discussion and we are in it for the long-haul. What we can say is that more than 1.5 million New Zealanders have seen the TVC on our platforms, with more than 200,000 views on our YouTube channel. We have developed some incredible free to access content with individual athletes to talk to ‘See The Possible’: Aimee Fisher, Zoi Sadowsky-Synott, Niall Williams, and there’s so much more to come. Another key piece of work is developing employment pathways for women in sport – in front of the camera and behind the scenes. It’s a key area of growth for Sky.

Some key results from our ‘See the Possible’ above the line campaign include:

Out of Home: 3.64 million visuals
Facebook/Instagram: Reach: 551,807;
Impressions: 1,011,416
TikTok: Reach: 571,909; Impressions: 2,033,524
YouTube: Completed views: 936,613
BVOD: Completed views: 537,952





How do you think this will drive further change within the sporting world and the broadcasting industry? Have you seen any evidence of this already?

At one point during the ICC Women's World Cup earlier this year we took a look at the women's sport content we were showing in one week on Sky. There was so much to choose from, cricket, rugby, golf, football, league and so very much more. But, the one thing which excited us more than most was the feast of women's sport, and the wāhine delivering that sport behind the scenes, courtside, and scribing away frantically to capture all the moments that mattered for critique, analysis and feedback.

Women's sport stands up in its own right.

- Women's sport accounted for **67%** of the total viewer hours in our top 50 live events in one week on Sky Box and Sky Go and just under **40% of all top 50 streams on Sky Sport Now.**
- **14 of the top 20 rating slots on a Sky Box were women's sports.**
- **The ICC Women's CWC22 outrated the ICC Men's CWC21 by more than 40%** with 11 games still to play.

- Total viewer hours for the **ICC WCWC22 were up 888%** compared to the last women's CWC in England in 2017.

That's hundreds of hours of women's cricket, rugby, netball and fight sport, and that number doesn't even include golf, football, squash, and the AFL Women's comp. And that's just on Sky. Other media are standing up and getting involved; creating and sharing fantastic women-centred content, and we couldn't be more pleased.

That said, Sky wants feedback and encouragement for the work we're doing for women's sport. We want to know what women want, we want fierce critique, we want to be held to account.

We're 100% committed to showing us all how to 'See the Possible', and to celebrate all the women who make us proud.



FISHER & PAYKEL CASE STUDY

Leading inclusive cultures

Inclusion driving innovation

Can you tell us about your approach to design and innovation?

For generations, Fisher & Paykel has been a leader in innovation in the home appliances space. We have been pioneers in reimagining the way appliances work within the home, delivering more intuitive design and functionality that reflect the lives we live around appliances.

For us, we do not seek out innovation for innovation's sake – rather it must be human-centred and purposeful. It is the result of our deep consideration and understanding of our customers, and what is important to them in terms of their experience with

our appliances and in terms of their own personal values.

This results in innovation that truly speaks to their needs, and is the answer to the questions we ask on behalf of our customers at the very outset of our design process.

Over the last year, teams from across Fisher & Paykel have come together on an innovative new approach to laundry appliances which will start a major shift in the way our customers care for clothing in their homes.



KATRINA GLENDAY | Executive Vice President — Product Lines | Fisher & Paykel





MONICA MESA | Chief Engineer | Fisher & Paykel

“At Fisher & Paykel we speak about designing for a changing world, and each of the elements that must come together for our customers when considering a luxury premium laundry solution, both now and in the future,” says Katrina Glenday, Executive Vice President – Product Lines.

“Exceptional fabric care is always at the heart of any laundry innovation we undertake. It is in understanding the values of our customers and how their lives are changing that we can make laundry a more beautiful experience,” she says.

“Our customers are looking for a solution that respects the planet, by reducing our carbon footprint and the impact we have on our environment. They are increasingly seeking connected solutions that provide more control both in fabric care and how they use and reorder consumables such as detergents. And, importantly, they care about home design and how appliances can become statement pieces within the home or seamlessly blend into the built environment.”

To deliver on this innovative new solution has required the expertise and lived

experience of a highly diverse and global project group, comprising members of our Engineering, Industrial Design, Product Performance, Commercial, and Ecosystem teams, as well as contributions from employees in a number of our global markets.

“It’s not only the wide range of vocational backgrounds from within this project group that is driving our success, but also the unique voices and perspectives across gender, ethnicity, culture and age. It is a team that truly reflects the diversity and thinking of our customers and allows us to design with them in mind. I’m particularly proud to see one of our female engineers leading this project, as female engineers remain a significant minority in the appliance industry.”

How did the diversity of the team working on the project assist the innovation process?

It is this broad range of insight that has led us to include a new fabric care cabinet to our solution – an appliance that uses circulated heat pumped air to gently dry, deodorise, refresh and sanitize garments.



“

...WE'RE
CALLED ON TO
LOOK MUCH
DEEPER...

Fisher & Paykel Chief Engineer and Global Women Activate Alumni, Monica Mesa spoke of her experience as a senior leader on the project and how a more diverse project team has delivered exceptional results.

“With this new approach to fabric care we’re called on to look much deeper into aspects of culture and behaviour, drawing insights from those people around our business who are also our customers.

“A great example is the approach we have taken when looking at the layout and design of our fabric care cabinet. We know many of the garments and fine fabrics that these cabinets will treat – dresses, long coats and items made of high performance fabrics – are often worn by women. So the functionality of this product must be designed to match.

“We took into account everything from the height of the racks and rail and the usability of the hangers to accommodate long items, while also engaging with those of different cultural backgrounds within our teams to hear their experiences and specific needs for laundering traditional cultural garments.

“While these design elements and aspects of our thinking may not be immediately apparent, they all add to that feeling you get when you use a product that just works.

“And it is the diverse backgrounds of our people that has allowed us to create that ‘deeply considered’ feeling.”

How were you able to develop an inclusive culture within the team and how did that assist your ability to successfully innovate? Why is it important for Fisher & Paykel to develop and lead an inclusive culture?

“We are working to embed diverse voices and inclusive culture at all levels of Fisher & Paykel, this positive change in both gender and cultural diversity is something CEO and Managing Director, Dan Witten-Hannah believes will be central to the business’ ability to consistently deliver innovation over time.”

“Fisher & Paykel is a business that is firmly grounded in its culture, driven by a strong purpose and set of values. Inclusivity is at the heart of these aspects of who we are and is reflected in our people, our decisions and our spaces. “In this sense, the teams we bring



“

...HOW ARE
WE NOT
GOING TO
BE ABLE TO
THRIVE...

together and the discussions, processes and programmes they are involved in start with the knowledge that our diverse backgrounds, experiences and ideas all contribute to successful outcomes. While we certainly consider inclusivity at a project level, for it to generate results it cannot be a ‘nice to have’ – it must be more fundamental.

“Inclusive practices are not just championed but are actively driven by our Executive and our senior leaders. By building that thinking into our policies, our hiring practices, and our development of internal talent, the teams and project groups we bring together are inherently more diverse, more nuanced in their shared insights, and better placed to deliver innovation that is truly human-centred.”

What can other sectors and industries learn from this work that could be adopted to leverage diversity and inclusion to drive innovation?

In her leadership role for the fabric care solution project, Monica says the success of the group and her personal experience has been the willingness and flexibility of Fisher & Paykel to back its employees.

“On a project such as this, there are many reasons the company could have to not consider me for this role. The fact is, I am not a mechanical engineer and, going strictly by scholarship and qualifications, I truly believe there are many organisations that may have overlooked the other qualities I bring.

“What Fisher & Paykel, and our leadership, do really well is seeing the potential beyond the credentials. Giving all people, regardless of ethnicity, gender or background, the opportunity to go beyond the scope that the words on our degrees or our previous expertise say we’re capable of.”

“The key is in bringing together the right teams, with complementary skillsets and experience, supporting them with training and mentorship programmes, and ultimately putting faith in their people to achieve big things.”

“It creates a network of support and trust across the organisation – both top down and bottom up. In an environment like this, as long as you are willing and passionate in your work, how are we not going to be able to thrive?”



SPARK CASE STUDY

Increasing Māori and ethnic diversity

Whāriki Partnership

Can you tell us about Spark's partnership with Whariki?

Whāriki is an independent network of Māori professionals, business owners, entrepreneurs and rangatahi coming together to share stories and experiences, build connections and to celebrate as well as promote Māori success. Whāriki has well respected connections across the Māori SME eco system.

Spark, as New Zealand's largest telecommunications and digital services company, has a powerful purpose:

Āwhinatia ngā tāngata katoa o Aotearoa kia matomato te tipu i Te Ao matihiko - To help all of New Zealand grow, stand strong and thrive in a digital world.

Spark is a powerhouse of technology and professional skills with partnerships and connections to great thought leaders across the world. We are continuously looking for ways to support and uplift our customers and communities to explore the opportunities technology brings.

Our partnership is based on Kotahitanga, collaboration. It is about working with and supporting each other while exploring opportunities together.





...WEAVING TE KOROWAI TUPU...

Through whakawhanaungatanga (establishing relationships and connections) we share our values, our aspirations and our culture. It's a complementary partnership through which we recognise the shared value we bring to each other.

We are living in a digital world and this partnership provides the opportunity to help Māori businesses to connect with others, share kōrero, explore new technology, new ideas, and thrive.

Ko te kai a te rangatira, he kōrero - The sustenance of chiefs is words.

Why is this work important to Spark?

We are intentional in weaving Te Korowai Tupu (Cloak of Growth), our Māori Strategy, throughout our organization. It informs how we develop strong connections with Māori businesses, partners, communities and uplifts our own understanding of Te Ao Māori. Te Tiriti o Waitangi is a central thread of Te Korowai Tupu which calls for us to work in partnership and collaboratively with our communities.

Applying a Te Ao Māori lens allows us to gather holistic insights which Te Korowai Tupu weaves into our wider business strategies; sustainability, digital equity, health, IoT, Māori and Pasifika participation in the technology sector and our future workforce.

Partnering with Whāriki helps us connect with the community and supports us on our journey as a whānau here at Kora Aotearoa, Spark New Zealand. Our people can build confidence and capacity through participation in Te Ao Māori and it ensures we are authentic in the things we do and the values we stand for.

You've taken the partnership approach versus creating your own programme. Can you tell us why this strategy is critical?

If you want to put your customer or community at the centre of your thinking you need to work with your communities. It is critical to have that connection and relationship that fosters collaboration through an invitation to participate in the mahi.





RIKI HOLLINGS | Maori Development Lead (Ngāti Ranginui) | Spark New Zealand Trading Limited

Te Tiriti o Waitangi guides us to work in partnership with our communities and highlights the importance of participation. This partnership provides the opportunity for kōrero about the challenges and opportunities for Māori SME Businesses, and for us to explore how our products and technology can be used to overcome real world challenges or barriers to participation.

Sometimes we find ourselves stepping into the unknown. In order to be bold and courageous, walking hand-in-hand with others gives us confidence. We understand what we are good at, where our expertise lies, and we recognise the expertise others bring. Therefore, it makes sense to help uplift existing organisations and initiatives rather than inventing one ourselves.

Āwhinatia ngā tāngata katoa o Aotearoa
kia matomato te tipu i Te Ao matihiko.

You're going to the regions to connect in person directly with Māori businesses, why do you think this is important to the success of the partnership?

Amazing ideas are out there in all our communities, so it is important for us to

be present in all these spaces to promote the kōrero and foster local innovation. Not all communities are the same, one size doesn't fit all, and it is important that we provide a platform for everyone to come together, build local networks, share their stories and contribute to this important kaupapa.

Our goal for our Spark whānau is 'Kanohi kitea', for our people to be connected, empowered and seen. Our partnerships provide the opportunity for our Spark whānau in the regions to participate, and form relationships with people in their area.

As the network grows, so too do the opportunities for us all to contribute and help others. Kanohi ki te kanohi is important in Te Ao Māori, and especially so coming out of a pandemic where we have all engaged from a distance.

What do you think the rest of Corporate New Zealand could learn from the approach you are taking?

Embrace Te Tiriti o Waitangi by walking hand-in-hand with others. Through whakawhanaungatanga, share your values



“

...OUR
SPARK
WHĀNAU IS
'KANOHI
KITEA'...

and aspirations, and connect with your customers and communities on a cultural level. Invite them to walk with you, and that means sharing power, allowing others to lead at different times and ensuring reciprocity in the relationship. Often the integration of Te Tiriti o Waitangi in a corporate context can seem daunting and complex. However, this partnership is an example of how simple and rewarding it can be.

How do you think Spark – the people and the business are also better off as a result of the partnership?

This partnership supports us on our journey as an organisation to grow our understanding and capacity in Te Ao Māori. We acknowledge the shared values of mohiotanga (learning) and māramatanga (understanding) and how Te Korowai Tupu weaves across our business and broader relationships as we navigate new spaces.

It is a great example of Te Tiriti in action, walking hand-in-hand with others, sharing the load, and stepping into unfamiliar spaces with confidence. It creates the space for our Spark whānau to contribute in ways which connect to their hearts, to

their communities, and applying their skills to help uplift their communities.

Tūhono is one of our key values and connection is at the heart of everything we do. We listen to and care about our customers, our communities and each other. We are learning to do things in a more collaborative way. If we weave connections together across a large ecosystem and collaboratively focus on real world challenges, we can build future-focused solutions that create momentum.

The collective skills, knowledge and experience across the Whāriki Māori Business Network is impressive. Through partnerships like this, we all gain insights about our communities, how our products show up and how technology can be used to overcome challenges.

Rereata Makiha once said: “There are over 200 hundred different types of rain in Te Ao Māori, you can’t learn that from inside, you have to step outside to be amongst it - to understand it - and to know it.”



NZ TRADE & ENTERPRISE CASE STUDY

Influencing the outside world

Women in Export

What is the Women in Export programme and why do we need it?

In 2018, the Government's 'Trade for All' agenda took a fresh look at our export policies to make sure they deliver for all New Zealanders. The goal is to support a productive, sustainable and inclusive economy. As part of this, they specifically looked at the representation of women in exporting.

The Ministry of Foreign Affairs and Trade (MFAT) research found that compared to companies that sell to the New Zealand market, women were underrepresented in exporting companies both in terms

of leadership roles and the workforce. In addition, around 30% of our goods companies are majority-led by women, but only 15% of our goods exporters.

So, why the difference? We know that women have been graduating with commerce degrees at similar rates to men since the 1980s, and that women are taking part in the high school programmes at comparable rates too.

Since pipeline of talent isn't the problem, at Te Taurapa Tūhono | New Zealand Trade and Enterprise we're trying to figure out why women aren't leading companies at the same rate as men;





40% HAVE NO WOMEN IN SENIOR LEADERSHIP

why there is such a significant drop in women leadership of companies that export; and of course, what we can do about it.

We have set up a programme with the support of MFAT to inspire and support more women in their global journeys – addressing barriers and leveraging opportunities at an individual and systemic level.

Our short-term goal is to double the number of women-led companies that NZTE works with by supporting a diverse group of women-led companies that are or could export, and by working with anyone who support or appoint women into leadership roles.

Currently, only 16% of NZTE's portfolio of 1,400 companies are led by women in the final decision-making role and almost 40% have no women in senior leadership – so we're chasing a big shift!

What are some of the barriers and challenges that women experience in exporting?

NZTE conducted desktop research and qualitative interviews with male and female leaders around their export journeys and found some systemic issues for women:

1. Women lack networks with export experience, power and money compared to men.
2. Women are treated differently when they pitch for funding and raise less money.
3. There are gendered cultural expectations around what leadership looks like, how it's valued, and how time is spent.

The symptoms from these systemic issues are a lack of time, confidence and importantly access to funding – the main fuel for export growth, but we can't just focus on the problems, we also need to enhance the mana of women by celebrating their unique strengths and leveraging opportunities. And the research showed that there are some opportunities too:

1. Women are more educated than ever before, and more likely to seek out training/ events to prepare themselves for export, possibly due to being more risk aware.
2. Women are more likely to discuss their issues and seek support.
3. Partly because women are underrepresented in business, they found that they were more likely to get media coverage.





4. Women-led companies can give better returns. Companies with at least 30% women in senior leadership see a 6% net profit margin increase. For every \$1 of investment raised, women-owned start-ups generated 78 cents in revenue versus 31 cents generated by male-owned companies, according to a Boston Consulting Group report¹.

Why is it important for the broader economy of New Zealand Inc. that we address this?

As export companies are typically larger, more profitable, and pay higher wages than domestically focused companies, if we included women more fully in exporting, we could grow our economy, grow our businesses, and do something that is good for Aotearoa and the world.

The World Economic Forum has reported it will be 267² years before we have economic parity between men and women globally, so any steps we can take to shift the dial are needed.

In the UK, research suggests that if women were starting and scaling businesses at the same rate as men, it would equate to GBP250 billion increase to their GDP³.

In Aotearoa that could translate to an 8% potential increase – or NZD\$25 billion – to the New Zealand economy.

What are some of the key achievements to date? Are there any success stories you can share?

NZTE and the wider community have supported this work over the past six months – with significant engagement at events and online (one LinkedIn post had over 1,000 likes and comments). We've hosted or spoken at around 20 events, with more than 1,000 women present. Feedback from women is that our events have shown them that export is possible and not just for 'men in suits'.

We have collected a solid base of data to benchmark progress and gathered insights from the wider business community in New Zealand and the world. We've also launched two content partnerships to increase the visibility of women that have successfully grown export companies:

The Female Career are doing a five-part mini-series explicitly on women

report.1
 2 <https://www.weforum.org/projects/gender-parity-accelerators>
 3 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/784324/RoseReview_Digital_FINAL.PDF



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WOMEN AREN'T VALUED OR VISIBLE...

The Spinoff are hosting a six-part series on companies that have gone global. The fact we've had no trouble finding women to showcase shows it is possible to find amazing stories of women leading in this space – if you look. While the percentages of women exporting aren't great, their stories are.

What is the focus for the programme over the next few years? What's the next horizon?

We've identified three main areas where we could have a positive impact of the representation of women in the companies we work with, and wider into the sector.

- 1. Increase the representation of women in our own work/the places we can control.** For example, our expert network and online content. Research and experience tell us that everyone can benefit from working closely with women in advisory roles.
- 2. Create experiences that support and inspire women-led companies with their decision to start exporting.** For example, more women-focused events, and more tailored support as they scale their export business through women-focused or mixed cohorts.

- 3. Support all companies with the inspiration and tools around hiring and retention of diverse leadership.**

The goal is to significantly reduce the number of companies that have no women in senior leadership.

We're also interested in how we can shift some of the more systemic barriers around what leadership looks like, or how working parents can run successful export companies.

What can other sectors and industries learn from this work that could be adopted to break down systemic barriers to entry and success for women?

We've found that a lot of the issues across sectors are similar: women aren't valued or visible, and we often focus on fixing women rather than fixing the underlying systemic issues. We also sometimes miss where women are succeeding: interestingly in our research we found our Māori exporters had almost double the number of women-led companies, and fewer companies that had no women in leadership at all.





ANNA GUENTHER | Women in Export Lead | NZTE

We've also found that if we want to do this work, we need to focus internally first before we can start leading out in the business and exporting community.

If we all shared more about what is working, and isn't working, we'd ensure it doesn't take 267 years before we have economic parity between men and women globally.

Anna Guenther leads the Women in Export programme at Te Taurapa Tūhono | New Zealand Trade and Enterprise that helps grow our exporters bigger, better and faster for the good of Aotearoa.

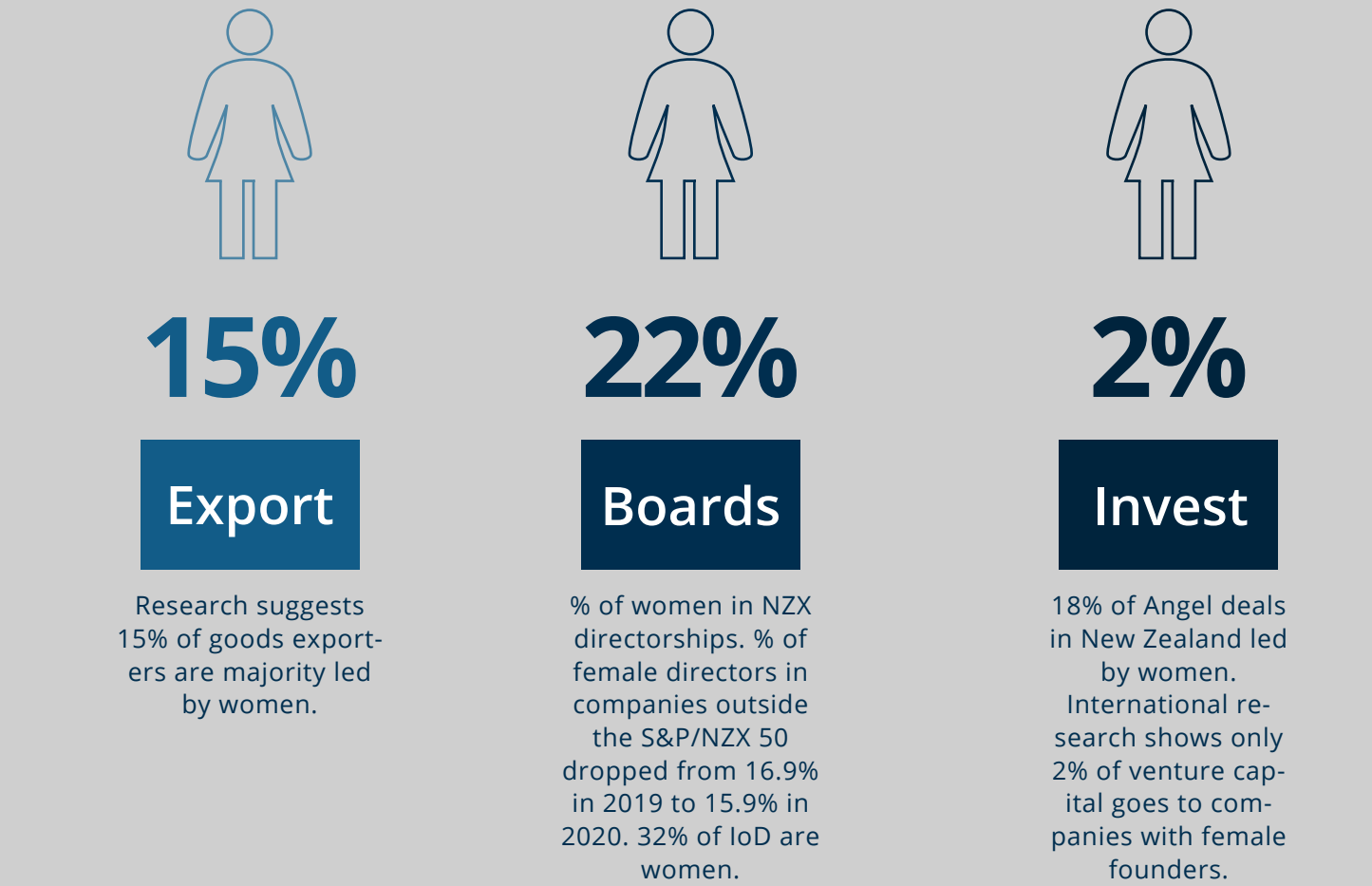
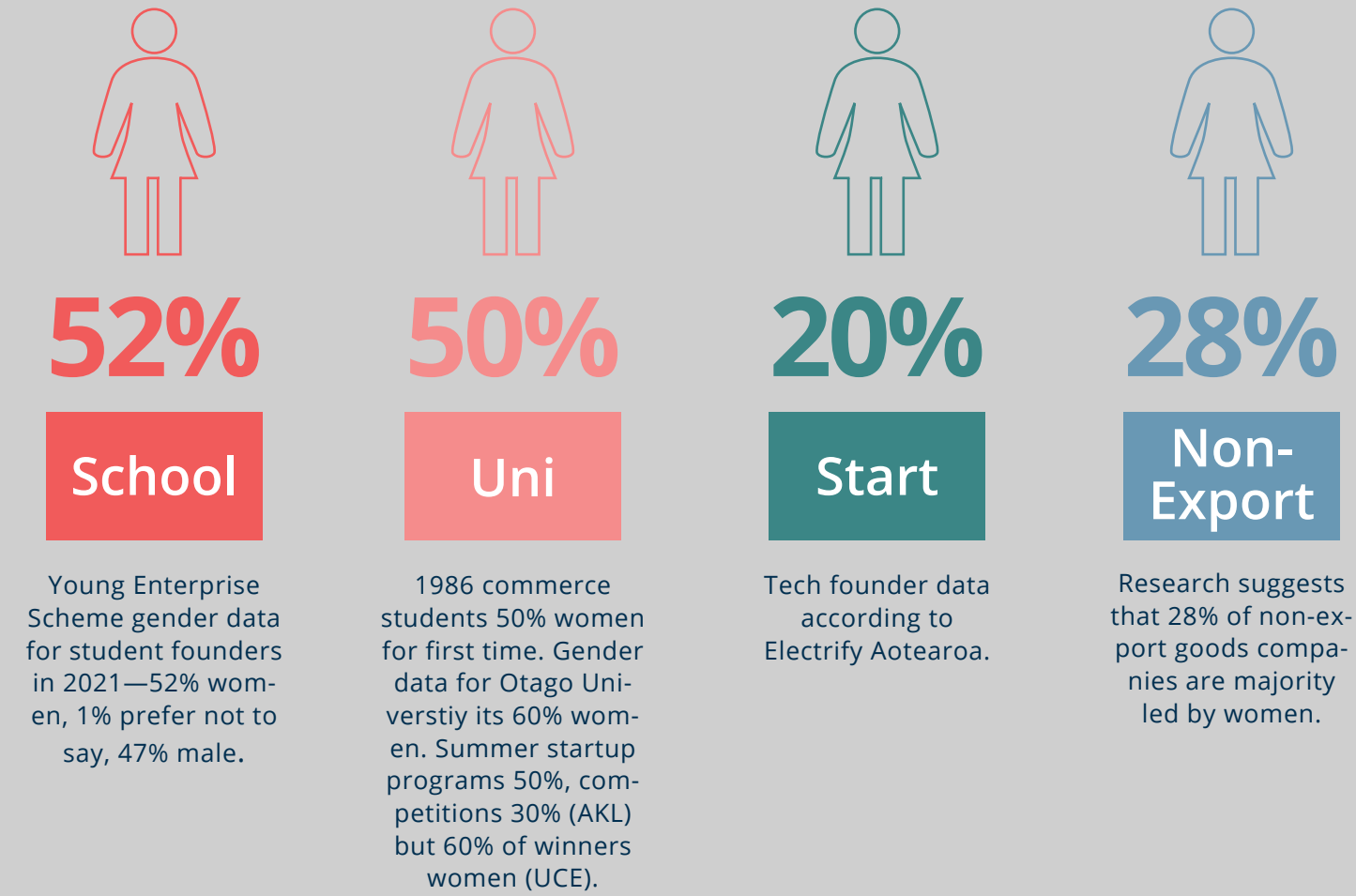
Learn more here:

getthere.nz/women



Women in Business in New Zealand

Like the STEM, there is the leaky pipeline* of women in business.



EXPERIENCES OF FEMALE EXPORTERS

“We were checking out of a hotel in New York, we just had a very successful week with a distributor... and the concierge turned to my colleague [male COO] and said, ‘I hope your business went well, Sir.’ And then turned to me and said, ‘And I hope you got some great shopping done.’” This female CEO has grown a \$100 million business, but in day-to-day interactions, people think her COO is her boss or husband.”

“I’m not focused on exporting, but I would if I had more time.” This founder has 80 staff and is passively exporting – but has never focused on it. She shared that accounting issues meant her team couldn’t expense childcare for evening meetings and events, proving a barrier to attending.”

“When I was raising investment to start exporting, I was asked what my husband thought of that.” In our research we found that these types of questions were sadly normal, and women were often asked preventative questions and men were asked promotive questions.”



Part Five

OUR CHAMPIONS





Auckland Council

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

"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



ANZ BANK NEW ZEALAND

"...we will maintain our momentum"

"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



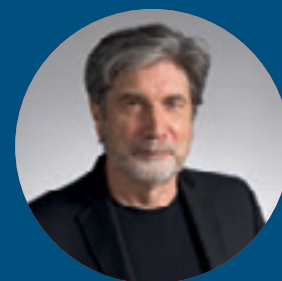
ASB

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

"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



Auckland University of Technology

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

"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



Air New Zealand

"We pride ourselves on allowing every individual to be themselves and thrive... ko au ko koe, ko koe ko au (I am you, you are me)."

"What makes Air New Zealand, Araraurangi, so special to be part of is the role we play in not just connecting people and communities, but truly representing Aotearoa through our diverse workforce. We pride ourselves on being a place where every individual can be themselves and thrive, feel included, and work in an environment where they can learn and grow.

I'm extremely proud of our commitment to Diversity, Equity & Inclusion. A key part of this is sustaining our strong position of women in senior leadership and on the Board, and by creating programmes that support women in leadership to maintain a solid pipeline of talent.

Increasing Māori and Pasifika leadership and creating career progression opportunities is another focus. One of our values – Share Your Aotearoa – is about embracing our passion for everything Aotearoa, including our culture, history, heritage and language. We have an aspiration to grow our cultural awareness and competence, and key to this is allowing our people to embrace their own heritage which strengthens employee engagement."

GREG FORAN
CEO, Air New Zealand





Auckland Airport

"...creating a sense of place where everyone can thrive".

"As Auckland Airport continues on our recovery path, we're doing everything we can to ensure the organisation is match fit for the future. We've reset and started an infrastructure programme that will transform the experience for travellers arriving and departing every day, and as we take the next steps on our ambition to provide a customer experience that equals some of the best airports in the world, we're excited by the value diversity and inclusion continues to bring across our business.

In the 2022 financial year our pay gap reduced to 13.22% and we are committed to reducing this further over the upcoming period. Our focus also remains on advancing women into more senior roles; expanding the diversity of our people leader populations with a focus around Māori/Pasifika; and finalising our work to achieve Rainbow Tick accreditation. Auckland Airport remains focused on creating a sense of place where everyone can thrive, and one where others aspire to work".

CARRIE HURIHANGANUI
CEO, Auckland Airport



AIA

"...innovative through diversity of thinking and perspectives, and creating a workplace where our people thrive."

"At AIA NZ, we have a strong history of focusing on Diversity, Equity and Inclusion (DEI). We embrace a diverse range of people and perspectives to create a workplace where "you can be you".

Our DEI vision is that our people, customers and community recognise us as an authentic leader in this space, so that our mahi creates a legacy. We are proud to have launched various initiatives such as Flexible Working, Gender Pay Gap reporting, Menopause Support, Gender Affirmation Guidelines. We are also thrilled to partner with like-minded organisations such as the Rainbow Tick, Gender Tick, Dignity and the Mental Health Foundation to further support our own DEI initiatives.

For AIA NZ, it's about reflecting our community, having the right capability, being innovative through diversity of thinking and perspectives, and creating a workplace where our people thrive.

At the end of the day, I believe our people must feel that they belong, can bring their whole selves to work, and be the best they can be each and every day."

NICK STANHOPE
CEO, AIA



BNZ

"...BNZ is steadfast in valuing, supporting, and recognising the unique differences our people bring to our bank. This is strongly entrenched in our purpose and our Mātāpono, or How We Work"

"We focus on three strategic areas: inclusive leadership, inclusive workplace, and inclusion for our customers – inclusion is our focus and diversity is our outcome. We are continuing our commitment to embracing and embedding Te Ao Māori and Te Reo Māori. We are empowering Te Taura Tangata, our Māori leadership team, implementing our Māori Colleague Strategy, and delivering our capability programmes, including our award-winning leadership programme, Te Hōkaitanga, and Te Pūtaketanga, our Māori cultural intelligence programme.

BNZ will continue to lift and promote women, ensuring we reach our goal of women making up 40 per cent of our senior leadership cohort.

We are creating and sustaining healthy talent pipelines through our diversity recruitment guidelines, and continually working towards a more inclusive workplace with initiatives focused on lifting our minority ethnicities, neurodiverse, and LGBTQIA+ people."

DAN HUGGINS
Managing Director & CEO, Bank of New Zealand





Bay of Plenty Regional Council

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

"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



Buddle Findlay

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

"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



Bell Gully

"...committed to all aspects of diversity across the firm"

"Bell Gully remains committed to all aspects of diversity across the firm. Our partners recognise the benefits of having a diverse and inclusive workplace for our people and our clients through diverse thinking and experiences. We are focused on meeting our revised target of having 33% female partners by 2025, and our longer term goal of 40:40:20 across all of our partner and staff groups. We have continued to see increasingly ethnically diverse summer intern groups and graduate groups as a result of our emphasis from our recruitment partners."

ANDREW PETERSEN
Bell Gully Chair



Chorus

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

"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



Contact Energy

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

"At Contact our plan over the next 12 months is to embed our Inclusion and Diversity Strategy focused 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



Fletcher Building

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

"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 underrepresented 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





Deloitte

"...Our commitment to inclusion and diversity across our business is unwavering..."

The pandemic has presented challenges and women have been disproportionately impacted as a result. However, we have continued to make an impact by remaining focused on the key mechanisms that drive change and as a result have continued to increase the proportion of women in senior roles. Our commitment is also evident through the growth of Māori and Pasifika within our business including into leadership roles as well as elevating support for our Rainbow community. Our work is not done however, and our Inclusive Talent Experience will continue to be a strategic priority for the business to ensure we continue our momentum.

Mike Horne
CE Deloitte



EY

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

"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



Fisher & Paykel

"...committed to leading positive change in gender and cultural diversity."

"Our purpose is to create moments of delight together in the heart of the home. Sustainably enhancing the quality of people's lives now and for future generations.

We are a human-centred organisation where all our people belong and thrive every day, and are committed to leading positive change in gender and cultural diversity throughout our business.

We believe deeply in the inclusive culture we have created, and in the capacity for greater curiosity, diversity of thought and opinion to drive innovation and success.

These values are reflected in our recruitment, our mentoring and leadership programmes and in the opportunities we provide for progression within the business."

DANIEL WITTEN-HANNAH
CEO, Fisher & Paykel Appliances



Fonterra

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

"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





Genesis Energy

"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



Goodman Property Services

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

"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



Hays

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

"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, LGBTQI+ 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



IBM

"Our people are our future..."

"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



IAG

"Normalising flexibility ... helps to remove barriers for people from all backgrounds."

"At IAG, we aim to bring diversity of thought into everything we do. Our purpose is to make your world a safer place and to do that, we are focused on diversity, inclusion and belonging not just for our people, but also for our customers and the communities we serve."

Our Diversity, Inclusion and Belonging strategy includes a target of 50% women in senior leadership and at 1 March we are at 43.1 %. We have a series of initiatives that will help us achieve gender equity and inclusion for all, including leadership pipeline programmes and inclusive recruitment policies.

Normalising flexibility is something we know helps to remove barriers for people from all backgrounds as they look to integrate life and work. Something we're proud of is our recent FlexReady certification, highlighting our industry-leading approach to flexible working.

Through He Rautaki Māori - IAG's Māori Strategy - we aim to support Māori prosperity and wellbeing, and we are proud to hold the Rainbow tick and the Domestic Violence free tick."

AMANDA WHITING
CEO, IAG New Zealand Limited





KPMG

"Tackling the hard stuff"

"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



MSL (Publicis Groupe)

"Our path to progress will be built on listening, learning, and building understanding."

"MSL New Zealand is committed to creating a diverse and inclusive environment where everyone can do their best work and live their best life at the same time."

We are people-first business, who's greatest asset is the diversity of perspectives we can bring. We are a place where everyone is invited to take a seat at the table, encouraged to raise their voice and have it valued. We will continue to review and evolve our practices as an organisation to ensure we don't rest, but rather constantly ask – what can we do better? Our path to progress will be built on listening, learning, and building understanding."

ISOBEL KERR-NEWELL
Managing Director, MSL (Publicis Groupe)



Mercury

"... so our people can bring their best selves to work."

"At Mercury, we believe that having a team from different backgrounds, views, experience, and capability working together makes us stronger and better as an organisation. We're committed to pursuing diversity of our workforce at all levels and creating a flexible and inclusive environment that values difference, so our people can bring their best selves to work."

We've recently refreshed our diversity and inclusion strategic initiatives to strengthen our inclusive leadership and culture. Our focus is on clear and simple targets for gender and ethnicity, enabling our employee network groups, developing our strategic partnerships, building capability and awareness of diversity and inclusion across the business, and maintaining an environment where diversity and inclusion thrives."

VINCE HAWKSWORTH
CEO, Mercury



Minter Ellison Rudd Watts

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

"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, Minter Ellison Rudd Watts



New Zealand Post

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

"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



New Zealand Police

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

"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





New Zealand Trade & Enterprise

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

"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



Ports of Auckland

"...we believe in the importance of whanaungatanga"

"Ports of Auckland is committed to supporting a diverse and inclusive environment, where people can truly thrive in their careers. We believe in the importance of whanaungatanga – that relationship and a sense of belonging leads to a stronger culture and better outcomes for individuals, and the organisation. Our key focuses for the next 12 months are to see more gender balance and multi-cultural focus in our organisation and to empower Māori and encourage more adoption of Te Ao Māori in our organisation which we will achieve through our Taura Herenga Waka (Māori Outcomes Framework)."

ROGER GRAY
CEO, Ports of Auckland



Powerco

"...we do our best when we bring our whole selves to work..."

"Connecting communities is at the heart of what we do, and it's what brings our people together. Our Powerco whānau do their best mahi when they're able to bring their whole selves to work and share knowledge, perspectives and ideas openly – it's what drives our approach to diversity and inclusion."

We're proud to have achieved equal gender representation in our leadership roles and gender and ethnicity pay equity. As a purpose-led and future-focused organisation, we believe that change starts within and are committed to making further progress in this area. Over the next 12 months, our diversity and inclusion priorities include growing Māori representation in our workforce, providing cultural competency training for our people and working towards Rainbow Tick accreditation.

Our work towards these goals can only be achieved by ensuring we're aligned in how we work together and is underpinned by 'Ngā Tikanga', our cultural framework and way of life at Powerco."

JAMES KILTY
CE, Powerco



PwC New Zealand

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

"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



Russell McVeagh

"...supports and enables all of our people to thrive..."

"Russell McVeagh is committed to providing an environment that supports and enables all of our people to thrive. This year we significantly refreshed our Diversity & Inclusion Strategy. Central to our strategy are our goals around three areas of focus: gender, ethnicity and inclusion. Our mahi is focused on the tangible actions we will implement to hold us accountable for making positive progress towards our goals. Delivering meaningful and sustainable change is important to everyone in our firm, our clients and the communities we serve."

JO AVENELL
CEO, Russell McVeagh





SkyCity Entertainment Group

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

"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



SKY

"...creating a safe and inclusive environment..."

"At Sky we're committed to creating a safe and inclusive environment where everyone feels comfortable to bring their whole selves to work and contribute to the best of their abilities."

Across the next 12 months, we will focus on improving the diversity intelligence of our leaders and ensuring that all our people-related processes are fair and equitable, with a deliberate focus on increasing gender and ethnic representation within our talent acquisition and development programmes."

SOPHIE MOLONEY
CEO, Sky New Zealand



Spark

"... diversity, equity, and inclusion to be part of how things are done around here..."

"Our ambition at Spark is for diversity, equity, and inclusion to be part of "how things are done around here" – embedded into our day-to-day activities, standards, and business practices."

With sustained focus over many years we have come a long way. We have met or exceeded our 40:40:20 target at the Board, Leadership Squad, and senior leadership group levels and made good progress reducing our median gender pay gap. When we look Spark-wide we still have more work to do to achieve equal representation. This a sector-wide challenge, and we are working with education and community partners to keep building a pipeline of female talent. We are also focussed on improving the quality of our ethnicity data collection to enable targeted intervention that will help us create a Spark that is truly reflective of Aotearoa."

JOLIE HODSON
CEO, Spark



Saatchi & Saatchi (Publicis Groupe)

"...diversity and equality are absolutely fundamental to our success as a business"

"At Saatchi & Saatchi and more broadly across the Publicis Groupe, we are fully committed to creating a more inclusive, equitable environment for all our people."

My personal belief is that in a world of creativity, diversity and equality are absolutely fundamental to our success as a business. It's also at the core of building our understanding of all New Zealanders. More diverse teams produce greater levels of creativity, solve problems better and push the boundaries further – all critical elements to both the advancement of our business and society."

MARK COCHRANE
CEO, Saatchi & Saatchi New Zealand (Publicis Groupe)



Transpower New Zealand

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

"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





Te Tai Ōhanga the Treasury

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

"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



Toyota

"...creating an environment where all our staff can be the best version of themselves..."

"Toyota New Zealand values its diverse and skilled workforce and is committed to creating and maintaining an inclusive collaborative culture."

Being part of Global Women will broaden our thinking and perspectives with diversity and inclusion best practises and provide us with opportunities to grow our organisation's network and collaborate with other companies' learnings. The motor industry has traditionally been male skewed, and we want to ensure that we are attracting and supporting an even gender mix across all areas of the business and providing career and leadership pathways for women. By aligning with Global Women, we can draw on their expertise and collaborate to be initiators locally, nationally, and globally in making change, transitioning to exceptional, and creating an environment where all our staff can be the best version of themselves."

NEERAJ LALA
CEO, Toyota New Zealand



Vodafone

"...fostering a culture where everyone has the freedom to be themselves"

"At Vodafone, we're deeply committed to enabling a supportive and inclusive working environment and fostering a culture where everyone has the freedom to be themselves, which will in turn mean we can better support our customers. We believe New Zealand thrives when all New Zealanders thrive and reflecting the diversity of our customers within our business is important to us."

JASON PARIS
CEO, Vodafone New Zealand



VISTA

"...a diverse and inclusive workplace leads to success as a team"

"At Vista Group we value and respect the contributions, ideas and experiences of people from all backgrounds, and this helps us to be successful as a team."

As part of our Diversity and Inclusion Policy we have placed a high priority on being an inclusive workplace that is reflective of our customers and communities. Our effort towards reaching our gender diversity target of 40:40:20 across all roles and programmes has kept momentum, notably demonstrated with the recent appointment of Sarah Lewthwaite as Movio CEO. This year we have also begun reporting on a full Gender Pay Gap Analysis.

We remain committed to improving and maintaining an inclusive culture and work environment in all its forms, with a focus on ensuring women, ethnic minorities, and those who identify as LGBTQ+ feel safe and able to bring their whole self to work."

KIMBAL RILEY
CEO, VISTA Group



Westpac

"... Mahi tahi tātou, kaha ake tatou' - Together as a collective, we can have greater impact - Together Greater"

"At Westpac New Zealand, Inclusivity is one of three key strategic priorities. We aspire to create a workplace where every employee feels respected and knows they can bring their best unique selves to work. We also want to keep building cultural confidence and competence so our team can better understand our customers and meet their needs. Our mahi is centred on three focus areas: Women and Gender Equality, Cultural Diversity and Representing Aotearoa."

CATHERINE MCGRATH
CEO, Westpac





Champions for Change is convened and supported by Global Woman, and Co-Chaired by Justine Smyth - Chair, Spark and Marc England - CEO, Genesis Energy and Vice-Chaired by Theresa Gattung - Chair, Global Women.

globalwomen.org.nz