



Anchored by  GLOBAL WOMEN

2025

# Champions for Change

Commitment Report

# COMMITMENT STATEMENTS



**“Ma mua ka kite a muri, ma muri ka ora a mua”**

“Those who lead give sight to those who follow,  
those who follow give life to those who lead”



**Nick Stanhope**

CE, AIA New Zealand

*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 AIA New Zealand, we have a strong history of championing Diversity, Equity, Inclusion, and Belonging (DEIB). We embrace a diverse range of people and perspectives to create a workplace where “you can be you”.

Our DEIB vision is that our people, customers, and community recognise us as an authentic leader in this space, so that our hard work creates a legacy.

We are proud to have launched various initiatives such as Gender Pay Gap reporting, Menopause Support & toolkit, Gender Affirmation Guidelines, a Neurodiversity Toolkit, and Enhanced Parental Leave support for our employees.

We are also thrilled to partner with like-minded organisations such as Pride Pledge, Gender Tick, Accessibility Tick, the Hidden Disabilities Sunflower programme, Dignity, and the Mental Health Foundation to further support our own DEI initiatives.

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



**Greg Foran**

CE, 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 initiatives 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.



**Antonia Watson**

CE, ANZ

*We will maintain our momentum towards a workforce more representative of modern Aotearoa NZ.*

ANZ’s purpose is to create a world where people and communities thrive. Our commitment to equity, diversity and inclusion underpins our purpose and is one of ANZ’s enduring business priorities that frames how we operate as a bank.

Our People Agenda continues to support our business to create a diverse and inclusive workplace where our people can bring their true authentic self to work. We will continue: to grow our pipeline of female and ethnically diverse leaders; strive to be recognised as best in class in equity, diversity, and inclusion; connect with other organisations and seek opportunities to champion and share EDI best practice; and collaborate and grow ANZ’s organisations EDI capabilities.





**Vittoria Shortt**

CE, ASB

***Being a team that embraces everyone is a proud way we reflect the customers and communities we serve***

We celebrate the amazing and vibrant diversity within ASB. Being a team that embraces everyone is a proud way we reflect the customers and communities we serve.

Guided by our purpose to accelerate progress for all New Zealanders, we are focused on creating a supportive and inclusive workplace where our people can feel a sense of belonging.

We're on a journey to strengthen our multicultural capability, firstly through understanding and application of te ao Māori (the Māori world view), tikanga (customs), and te reo Māori (language).

Diversity allows our business to thrive because it is underpinned by the belief that people make the difference. By embracing inclusion and diversity, we can deliver brilliant services and experiences to our customers and community and contribute to a more prosperous Aotearoa.



**Carrie Hurihanganui**

CE, Auckland International Airport Limited

***Our people reflect the diversity of the communities we serve, and through that diversity, we strengthen our role as the connector of people, places and possibilities.***

New Zealand thrives on connection and at Auckland Airport, our people are at the heart of it.

As the gateway to Aotearoa, we know every journey begins with a welcome. That's why we're building more than just future-ready infrastructure – we're investing in a workplace and culture where everyone feels seen, supported and valued.

Our people reflect the diversity of the communities we serve, and through that diversity, we strengthen our role as the connector of people, places and possibilities.

We are committed to building an airport where everyone belongs – whether it's linking our South Auckland community to employment opportunities or ensuring our people have the support to soar in their careers. We seek a deeper understanding of what makes them unique so we can continue to cultivate an inclusive place of work that contributes to the success and prosperity of Aotearoa New Zealand.



**Fiona McTavish**

CE, Bay of Plenty Regional Council

***...significantly reduced our gender pay gap over the past four years.***

Toi Moana is proud to have pay parity and we have significantly reduced our gender pay gap over the past four years. We're working with our people to build our next people strategy, which includes Manaakitanga, Belonging and Equity as core elements and are excited to continue to make shifts on the individual and systemic levers so that we can achieve a gender and ethnic balance and pay equity.



**Dan Huggins**

CE, BNZ

***We are committed to creating an inclusive workplace, that is representative of New Zealand's rich cultural, ethnic and gender diversity...to ensure we're reflecting the communities we are proud to serve.***

At BNZ, we value diversity as a source of strength. We recognise that the unique experiences, backgrounds, and perspectives that our people bring to work are a competitive advantage that help us to better serve our customers and communities.

We are committed to creating a welcoming and inclusive workplace, that is representative of New Zealand's rich cultural, ethnic and gender diversity. We remain focused on providing opportunities to promote women through to senior leadership, and we are actively working on embedding Tikanga Māori and Te Reo Māori into our business. Through these and other initiatives, our aim is to attract, retain and promote diverse talent to ensure we're reflecting the communities we are proud to serve.



**Jennifer Caldwell**

Partner, Buddle Findlay

***We know that a diverse workforce will increase our activity...***

At Buddle Findlay, we are committed to promoting and supporting diversity and inclusion in our workplace. We know a diverse workforce will increase our creativity, innovation, and profitability, and provide our clients and people with better experiences.

During 2022 we dug deep to understand the motherhood penalty at Buddle Findlay and have launched a market leading parental leave policy that strives to support gender equity for both parents in the first 24 months of every baby born. Enhanced KiwiSaver, annual leave and bespoke coaching are all part of our approach.

We are committed to publishing our gender pay gap on an annual basis as it creates transparency about our gap and our commitment to close it.

We have embedded a cultural capabilities framework within te ao Māori at Buddle Findlay. We support our people to improve individual Te Reo Māori and tikanga skills, integrating these into day-to-day life and work, we practice and perform regular waiata, welcome new people with mihi and we partner with equity group student associations. We celebrate and raise awareness to support diversity and inclusion, some of our activities have included celebrations for Matariki, Pacific languages, Pride, Chinese/lunar New Year and Ramadan.

We are proud of our commitment to diversity and inclusion, and we will continue to work to create a workplace that values and respects all individuals.



**Mark Aue**

CE, Chorus

***We embrace diversity: striving to build a vibrant, inclusive culture where every unique perspective fuels our collective strength***

At Chorus, we're proud of the progress we've made in embedding Diversity, Equity, and Inclusion (DEI) into our operations and employee experience.

Since launching our DEI strategy in 2022, we've focused on achieving 40:40:20 gender representation, increasing Te Ao Māori participation, and maintaining high DEI and wellbeing standards for our minority employees.

We're committed partners of the Pride Pledge and strong allies of our Rainbow community, sponsoring events across Aotearoa to celebrate our LGBTQIA+ colleagues and customers. We're also accredited with the Accessibility Tick and the advanced category of the Gender Tick. Our gender pay gap remains impressively low at <-2% across career levels. Our parental leave policy gives equal access to leave provisions and return-to-work coaching for both the new parent and their leader.

In addition to fostering an inclusive environment for our current workforce, we're dedicated to making our talent acquisition processes welcoming for all.

As part of our commitment to each and every Kiwi family being given access to grow their knowledge and network, we understand our obligation is to be representative of every New Zealander.

Together, we're building a more inclusive future.



**Mike Fuge**

CE, Contact Energy

***...inclusive workplace where diversity in all forms is valued.***

At Contact we remain committed to embedding our Inclusion and Diversity strategy and we're now looking at building on this foundational work. Our work is underpinned by our vision to build a better Aotearoa New Zealand by reflecting the diversity of our customers and communities. We have proudly introduced one of the most comprehensive and far-reaching parental leave policies in the country as well as ambitious targets for launching networks to support and promote our Māori, Pasifika, and Female employees. We're also reviewing key policies throughout the business, such as our modern slavery, whistleblowing, and human rights policy, to ensure the values we live by are evident throughout our business. We continue to work hard to create an inclusive workplace where diversity in all forms is valued and our people feel confident in being their true selves at work.



**Simon Tong**

CE, Craigs Investment Partners

***We are committed to our company values which promote a workplace where employees are equal, feel a sense of belonging and valued in the role they play.***

We are, at heart, a people business. Our clients' trust in the collective experiences, skills, knowledge, and commitment of our people means our clients can have confidence that we can deliver the investment solutions they need.

We are committed to our company values which promote a workplace where employees are equal, feel a sense of belonging and valued in the role they play to deliver the best outcomes for our clients, shareholders, and each other.

As a firm we support the global research and thinking which shows that diverse companies are not only stronger – they also outperform industry peers on profitability, and they are more likely to adapt to, and withstand massive changes in circumstance.

This thinking aligns with the strategic goals we have set as an investment firm and an employer and ultimately matches the diversity of our clients and New Zealand.



**Mike Horne**

CE, Deloitte New Zealand

***Our commitment to inclusion and diversity across our business is unwavering***

While our commitment to Diversity, Equity and Inclusion (DEI) is longstanding, we recognise that DEI has been coming under pressure. In this context, it is more important than ever that we remain unwavering in our approach. At Deloitte, we continue to prioritise meaningful progress, knowing that inclusive workplaces are not only fairer—they are stronger. The advancement of women into senior roles within our organisation is a positive signal both internally and to female talent we hope to attract, while also contributing to a steadily reducing gender pay gap. Initiatives in other spaces including LGBT+, neurodiversity, disability and engagement with Māori, Pasifika and Asian communities, seek to enhance equity across our workforce and ensure our people feel safe and empowered to be themselves at work. A focus on human centred leadership, prioritising wellbeing, and fostering a culture of belonging, will ensure we deliver an enriching talent experience of all our people. We remain steadfast in our belief that inclusion is not optional—it is essential. It continues to be a strategic priority to create a culture that supports and celebrates the diversity of all our people.





**Susan Jones**

NZ Managing Partner,  
EY New Zealand

*“Ehara taku toa i te toa takitahi, engari he toa takitini”*

***My strength is not that of mine alone, but that of the collective.***

Diversity, equity, and inclusiveness are core to who we are, how we work and how we live our values. We hold a collective commitment to continue to drive an environment where all differences are valued, and everyone feels a genuine sense of belonging. We are dedicated to providing flexible and remote working options, and we are investing more time and resources than ever in skills development and learning for our people. By embracing the latest technologies, we aim to enhance inclusion and empower every individual within EY.



**Paul Wilson and Sean Keaney**

CE's, FCB Aotearoa

***Celebrating and honouring each other's differences.***

At FCB Aotearoa, our commitment to DEI is brought to life through our Whanaungatanga journey. Whanaungatanga includes creating, building, and nurturing relationships with diverse groups, with a particular focus on Māori and Pasifika, but including all cultures and walks of life. It includes celebrating and honouring each other's differences, aiming to really see every individual, making space for them to bring their whole selves to work every day, fostering a wholly inclusive environment. As the Progressive Change Agency, we are committed to supporting everyone at FCB through their journey as individuals, and our journey as an agency, exploring our differences but recognising our connections.

We treasure our relationships with each other, and with organisations, agencies and individuals who can help enrich us: individually, and in the context of the work we create for our clients.

Our Whanaungatanga journey will not always be easy, but we are committed to learning, sharing, and growing as we continue on its path.



**Daniel Witten-Hannah**

CE, Fisher & Paykel Appliances

***...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.



**Scott St John**

Chairperson,  
Fisher & Paykel Healthcare

***...our words and actions today impact future generations.***

Our intention is to have good people who contribute the most they can over the long term and to create a positive lasting impact on society.

A strong example of this is in the growth and empowerment of our employee networks. We continue to enable our Spectra (rainbow), Manaaki (indigenous) and Women in Engineering communities to be part of key business projects to elevate inclusive solutions. Our focus this year, on embedding diversity, equity, and inclusion into everything we do, is the key to sustainable change.

We recognise that mahi in these spaces requires long-term thinking and innovative solutions to complex challenges. We all have a part to play, and we know our words and actions today will impact future generations.



**Andrew Reding**

Group CEO and Managing Director,  
Fletcher Building

***By embedding diversity, equity and inclusion (DEI) into what we do, we're building a stronger business.***

Fletcher Building aspires to be a place where everyone belongs—because we recognise that the diversity of our people and their unique backgrounds enable us to better serve one another, our customers, and our communities.

And we know that when people feel valued, they perform at their best. The diversity of our people and their unique perspectives are a powerful driver of better decision-making, innovation and stronger business outcomes.

We are committed to fostering a safe, inclusive, and high-performing environment where all individuals feel empowered to contribute and grow. By creating a culture of inclusion, striving for greater diversity in leadership and driving for equity, we are building a more resilient and future-ready organisation.

Our strategic DEI initiatives are designed to unlock the full potential of our people. We develop our leaders with skills to lead inclusively—because inclusive leadership is essential to building highperforming teams. Our gender-balance plans set clear, measurable goals that support equitable advancement. We invest in cultural capability programmes that equip our people to lead with empathy and impact. We continuously review our systems and processes to ensure they enable inclusive ways of working and remove barriers to success.



**Miles Hurrell**

CEO, Fonterra Group Co-op Ltd NZ

***We're listening to our people and focusing on inclusion through leadership, culture, and employee experience.***

Creating an inclusive Co-operative is an investment in our people – our greatest asset. It's essential to delivering our strategy, living our purpose and values, and making a meaningful difference in the communities we serve.

In the year ahead, we're committed to sustaining progress in gender-diverse leadership and pay equity, while growing representation to better reflect our communities. We're listening to our people and focusing on inclusion through leadership, culture, and employee experience.

With clear targets and leadership accountability, we're building a culture where everyone feels empowered to contribute.





**Malcolm Johns**

CE, Genesis Energy

*...building a diverse workforce, embracing equity and being intentional about inclusion.*

At Genesis, we know diversity, equity and inclusion go hand in hand with growing a strong, profitable, and innovative business. We're committed to creating a workplace where everyone, regardless of ethnicity, culture, gender, neurodiversity, or background, feels safe to be themselves and has a strong sense of belonging.

What this looks like over the short term is a continued focus on building a diverse workforce, embracing equity and being intentional about inclusion. Increasing ethnic representation across our workforce as well as developing and promoting our female leaders remain key targets in our DEI strategy, which will be refreshed over the next 12 months.



**Amanda Whiting**

CE, IAG New Zealand

*Balancing flexibility with genuine in-person interactions, to promote a deeper connection to purpose*

At IAG New Zealand, 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 February we are at 47.5%. 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.

We continue in balancing flexibility with genuine in-person interactions, to promote a deeper connection to purpose. Through He Rautaki Māori – IAG New Zealand Māori Strategy – we aim to support Māori prosperity and wellbeing, and we are proud to hold the Rainbow tick and Domestic Violence free tick.



**Peter Reidy**

CE, Kiwirail

*...creating a place where all our people can grow and feel they belong.*

At KiwiRail, we're fully committed to building a more inclusive workplace that celebrates diversity, creating a place where all our people can grow and feel they belong. We have a comprehensive inclusion, diversity and belonging plan which sets goals to 2025. It involves initiatives that will help us attract and retain more wāhine, more young people and more people from diverse ethnic backgrounds. We need more women in operational leadership roles where they can role model inclusive behaviours and influence business outcomes. We need to invest in young people and provide them with the right amount of support and development. We will continue to support and develop our Rautaki (Māori Outcomes Strategy) and connect to Te Ao Māori.

We're looking at how we deliver our Statement of Corporate Intent (SCI) plan and achieve our ambitious targets in our industry, and we will continually improve and benchmark ourselves against other organisations that are making meaningful change to embed a culture of inclusiveness.



**Matt Prichard**

Board Chair, KPMG New Zealand

***To live our purpose, not for giggles or gongs.***

At KPMG our purpose is tītokona tō tātou tōnuitanga, mō Aotearoa, mō tātou - fuelling the prosperity of New Zealand for all New Zealanders. That purpose drives us to focus on equity of outcomes, and to address inequity in our workplace and through the work that we do. We don't build programmes to make ourselves feel good, or to win awards. In a talent business it's a serious thing to attract, motivate and retain the best talent from the whole talent pool. In recent years we've introduced major change on parental leave as well as strengthening our Kiwa, Pride, Accessibility, Ethnicity, Gender, and other affinity networks. We've also reaffirmed the hard link between our Purpose and our commitment to Te Ao Māori, and how we engage with te reo and tikanga in our workplace. Our biggest challenge remains broadening the gender, ethnic and other diversity of our partner group, which is changing through an Executive and Board focus on recruiting, developing, and retaining talent at this level. Progress on that goal is codependent on growing the confidence of all our people that they belong in our firm and in that leadership group.



**Neal Barclay**

CE, Meridian Energy

***...we're committed to creating a workplace that is representative of the communities we live and operate in, and a place that allows our people to thrive.***

At Meridian, we're committed to creating a workplace that is representative of the communities we live and operate in, and a place that allows our people to thrive. Our Belonging Strategy is built around five pillars - inclusion and respect; gender; ethnicity; accessibility; and flexibility and is currently being refreshed to strengthen our commitment.

With around half of the Meridian Group already identifying as women, two of our core focuses are to increase the number of women we have in senior leadership roles and in our electricity generation business. To achieve a more-balanced gender representation at all levels, we have set a target that for new employees hired each year, we'll aim for 45% of these appointees identifying as women, 45% men, and the remaining 10% being of any gender.

Meridian is proud to have gained both the Accessibility and Rainbow Tick and has remained an accredited member of the Gender Tick programme. More recently Meridian has put its support behind the Mind the Gap initiative.



**Andrew Poole**

CE, MinterEllisonRuddWatts

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

At MinterEllisonRuddWatts, our commitment to diversity and inclusion is anchored in our firm's values and Sustainability Strategy, especially waka eke noa (respect individuality, work as one) and ngā tāngata (caring for our people, clients, and communities). These guide our efforts to create equitable experiences across our firm, the legal profession, and the wider communities that we are part of.

We are making progress against our Te Ao Māori strategy, highlights include:

- Building cultural capability through authentic training experiences
- Investing in long-term partnerships with Māori organisations
- Establishing staff-led networks to foster connection and support
- Supporting future Māori legal professionals through:
  - A scholarship programme at Waipapa Taumata Rau | University of Auckland and Te Herenga Waka – Victoria University of Wellington
  - A paid work experience initiative via ICE Base
  - Continued engagement with tamariki through Homework Club

We also strengthened our support for rainbow communities, with inclusive policies, celebrations, and sponsorships that promote visibility and belonging.

Transparency remains a cornerstone of our approach – we continue to publish our gender and ethnicity pay gaps annually, and we're proud to be the first and largest law firm in New Zealand to do so.

Our goal is clear: to build a workforce that reflects the rich diversity of New Zealand. We believe this is essential to fulfilling our purpose – helping shape our New Zealand's future.



**Jason Shoebridge**

CE, New Zealand Institute of Economic Research

***Issues of inclusion, diversity and equity have economic impacts on New Zealand.***

NZIER's success is built on the expertise, experience, and relationships of its people. To succeed we need to recruit and retain the best people we can and to do this we must commit to a culture of inclusion, diversity, and equity. We are working to reflect this in our policies and processes, starting last year with improving our parental leave and other leave benefits. It is not only the right thing to do, it is good business sense.

NZIER has a kaupapa of educating and informing the debate on the significant economic and policy issues confronting Aotearoa New Zealand. Issues of inclusion, diversity and equity have economic impacts on New Zealand, in areas as diverse as labour force participation, health outcomes and our ability to support our ageing population. Similarly, economic events and policy have distributional impacts that directly affect equity. Through the thought leadership and research, we do as part of our Public Good Programme, we will continue to bring these issues to the attention of New Zealanders with the aim of benefitting all New Zealanders.



**David Walsh**

CE, NZ Post

***Better integration and deeper embedding right across the employee lifecycle so this becomes who we are***

This past year has been a mix of delivering and evaluating our existing diversity, equity, and inclusion programmes. We want to ensure our initiatives are inclusive, accessible and sustainable, and after a number of years of successful implementation, we're in a good position to learn from the past and evolve our programme of work. In particular, we're identifying opportunities for better integration and deeper embedding right across the employee lifecycle – so this becomes simply 'who we are' every day; a place where our values underpin a culture of diversity, equity, and inclusion.

Highlights from 2024 include recognising and celebrating our Mauri Award finalists and winner who demonstrated manaakitanga, kotahitanga and whanaungatanga amongst our whānau. We also provided opportunities for our people to upskill their Reo Māori through Education Perfect learning which we'll continue to support. In addition, we have supported another cohort through the Pasifika Niu programme and have supported some of our female leaders to participate in Global Women's Activate programme. NZ Post's core business has a gender pay gap of 0.6% as of 1/4/2025 compared with the national pay gap of 8.2% as of 1/6/2024. We're extremely proud to again report our pay gap publicly, which complements our continued commitment to ensure equal opportunity for our people regardless of gender, ethnic background, or how they identify.



**Mark Robinson**

CE, NZ Rugby

***I'm proud of the collective impact of our EDI...***

We believe rugby is a game for all, and 2024 saw further advances in our commitment to create more inclusive rugby environments, from the field to the boardroom. A major highlight was the Women in Rugby Governance & Mentoring Programme. It has been wonderful to see three women involved in the programme have since been appointed Chairperson of their respective unions, demonstrating tangible progress in gender equity and leadership representation within the game.

I'm proud of the collective impact of our EDI, Women and Girls and Pasifika strategies over recent years. Together, these strategies have helped us on the journey to ensuring everyone has positive interactions with our game. NZR remains steadfast in our commitment to tāngata whenua and celebrate the diversity of Aotearoa New Zealand and our participant base. 2025 is another key milestone year for women in rugby as the Black Ferns look to defend their Rugby World Cup title. NZR also hosted the Accelerate Women in Rugby Conference, and we will launch our third annual action plan to progress the NZ Women & Girls Rugby System Strategy.





**Mark Peterson**

CE, NZX

***We aim to lead by example***

NZX is committed to encouraging all listed issuers to set and report their Diversity, Equity & Inclusion policy and objectives. We aim to lead by example by cultivating a high-performing, inclusive culture where every individual feels valued, engaged and connected to our purpose.

Each year we review our own DE&I objectives to ensure we are making progress in empowering all our people to do their best work and reach their full potential. At NZX, recognising and encouraging diversity is critical to nurture our staff, to drive innovation and collaboration in our business, and to understand and reflect the broad range of customers and industry we serve. At our heart, NZX is a ‘people’ business: we are people helping people prosper.

Over the next year, we plan to further analyse our pay gap and understand what’s driving this and review our employee benefits and policies from an inclusivity lens.



**Jason Paris**

CE, ONE NZ

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

At One NZ, 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.



**Peter Chrisp**

CE, Te Taurapa Tūhono  
| New Zealand Trade and Enterprise

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

NZTE is a global organisation, based in 50 locations around the world, across 24 time zones and 40 languages. We are committed to ensuring that our organisation reflects the society that it serves, and that all employees can engage and participate to their full potential. We know that we are stronger when there is a sense of belonging by all. The more we are one global team, the better we serve our customers and our people.



**Roger Gray**

CE, Port of Auckland

***We believe in creating a workplace where everyone can thrive.***

We believe in creating a workplace where everyone can thrive. We're focused on whanaungatanga and creating safe spaces for our people - encouraging people from our diverse workforce to share their views and giving them the opportunity to be heard. I'm delighted with the progress we have made. We were proud to win the Deloitte Top 200 Diversity and Inclusion Leadership Award in 2024 and we continue to build on this work.

We have seen an increase in gender diversity in our Executive and Senior leadership team and have continued to implement our Māori and Pasifika Outcomes strategies. We're committed to creating a great place to work, where people can grow and develop in their careers, feel safe and included - where they're a valued part of the port family.



**Jason Franklin**

CEO, Powerco

I am still relatively new to Powerco's DE&I journey, but what struck me immediately is the progress already made and the difference it is making. I want to be clear that I am committed to continuing this important work.

To achieve our goals and support the country towards a net-zero 2050 future, we need people with the skills, ideas, and creativity to solve challenges that many other countries will not face for another decade or more. That means we must attract and retain talent from across Aotearoa, and that talent needs to be diverse. We know diverse teams perform better, and performance is critical if we are to deliver on the opportunities ahead of us.

I have been impressed by how Powerco has increased the participation of women in senior leadership and is on track to reach our goal of 10% Māori participation in our workforce in 2025. These goals are not only the right thing to aim for; they are essential if we are to have the capability and perspectives required to support New Zealand's economy through increased electrification.

We have an extraordinary opportunity before us. I am committed to ensuring Powerco plays its part in helping all of New Zealand thrive and that we continue this DE&I journey together for the benefit of everyone.



**Andrew Holmes**

CE, PwC New Zealand

***We're committed to creating a workplace where everyone can truly be themselves and feel like they belong.***

We have held ourselves accountable through the 40:40:20 gender principle. However, true inclusion is about more than representation, it is about ensuring equity of opportunity, voice, and experience for everyone. I'm proud of our new Inclusion, Diversity, Belonging & Equity (IDB&E) strategy called Renarena te taukaea tāngata - Bind the threads of humanity. It's about creating a safe space where everyone can bring their unique perspectives to the table. We know this is not only the right thing to do for our people, but it also empowers everyone to contribute to the firm's success. It helps them grow and go further.

Supporting this is Te Ao Tūora, our sustainability strategy, which nurtures a sense of belonging, learning, and connection within our organisation. We have also expanded our employee diversity networks, and our cultural competency programmes, Te Māramatanga and Te Ohonga, support our people to thrive. Additionally, we are working to better understand the diversity of our people by offering them the option to share their ethnicity, sexual orientation and gender identity with us. By refining and effectively utilising this data, we aim to drive sustainable and meaningful change.



**Jo Avenell**

CE, Russell McVeagh

We remain strongly committed to fostering a culture where all our people can thrive. I am extremely proud of the progress we have made in recent years and the positive culture that continues to grow within Russell McVeagh.

Our mahi is about taking practical and meaningful action that builds on this progress and focuses on ensuring lasting change for our people.

We believe that the diversity of our people, their perspectives and experiences, strengthens our firm and the services we deliver to our clients.



**Sophie Moloney**

CE, Rangiata Sky Network Television Limited

***We are committed to providing an inclusive working environment where everyone at Sky can thrive and realise their full potential.***

The bedrock of our strategy at Rangiata Sky, and what we call our ‘Enduring Commitment’, is to be a responsible and sustainably profitable, Aotearoa-focused business.

Diversity, equity and inclusion matters to us. We are committed to providing an inclusive working environment where everyone at Sky can thrive and realise their full potential. We also focus on developing and nurturing talent and empowering our people to be their authentic best selves.

Ensuring our programming, production and talent reflect the diversity of our audiences and the peoples and cultures of Aotearoa New Zealand is another important role we play. We use our platform and our voice for good, championing and supporting vibrant local sports and creative sectors within Aotearoa New Zealand, sharing the moments that contribute to building community and connection and supporting positive societal outcomes.

Our enduring commitment to Aotearoa New Zealand means that we’re proud to be normalising te reo Māori (the Māori Language) in our content, products and experiences.



**Jason Walbridge**

CEO, Sky City

***Meaningful representation across SkyCity takes focus, change, and a commitment to equity***

At SkyCity, we are committed to inclusive leadership that reflects our people and the communities in which we operate. We will advance gender and ethnic diversity through practical initiatives, by embedding inclusive practices across recruitment and development, and track progress to strengthen performance.





**Jolie Hodson**

CE, Spark New Zealand

***Diversity, equity, and inclusion is core to our purpose – to help all of New Zealand win big in a digital world***

We serve millions of New Zealanders through our mobile and broadband products and support the digitisation of local businesses big and small, so it makes sense for our people to be reflective of the great diversity we have here in Aotearoa. We take a dual approach of setting clear ambitions through our strategy, which are then integrated into our ways of working, while also empowering our people to celebrate our diversity through our Blue Heart movement.

We continue to make progress towards our gender diversity ambitions, with our 40:40:20 target achieved across our Leadership Squad and senior leadership levels, and our median gender pay gap reducing by 6 percentage points to 22%. Over 80% of our people now share their ethnicity data with us, which helps us to better understand our people and support them to bring their full selves to work each day. We also have an ambition to uplift Māori and Pasifika representation within Spark, and in addition to our own efforts we are supporting community groups across the country who are building skills and pathways for diverse communities through our Spark Foundation.



**Susanne Hardy**

Vice President: Marketing, Sustainability & Technology, Toyota New Zealand

***Toyota New Zealand is committed to building a diverse and inclusive workplace***

We proudly support gender diversity across all levels of our organisation, with our commitment grounded in the values of connection, innovation, and integrity.

Through our partnership with Global Women, we're empowering female leadership and driving meaningful progress toward a more equitable, future-ready workforce, one that reflects the communities and customers we serve.



**James Kilty**

CE, Transpower

***Tū mai Aotearoa***

The electricity sector plays a pivotal role in our economy. The sector must step up and electrify the economy to enable New Zealand to meet its net carbon zero 2050 goal. This unprecedented growth needs a growing workforce that can deliver it. This means we need to attract and retain the broadest range of people to the sector.

We need a workforce which is diverse, with the skills, experiences and knowledge to meet the challenge of solving complex problems and address opportunities both today and tomorrow. Retaining that broad range of people will require us to maintain a working culture which is inclusive and demonstrates the value we see in that diversity.

There is, of course, a moral imperative to achieve a more diverse workforce and inclusive culture. It is the right thing to do. But for us, the drivers are also very practical. In achieving a diverse workforce, we give ourselves the very best chance of capturing the decarbonisation and growth opportunity for our country that electrification can deliver, enabling us all to grow and thrive.



**Catherine McGrath**

CE, Westpac New Zealand

*... dedicated to driving progress both within our organisation and beyond, to create better futures together*

At Westpac New Zealand, we are invested in creating a culture where everyone is valued, respected, and included, and where every person has equal access to opportunities to succeed and contribute. We strive to be at the forefront of progressing Diversity, Equity, and Inclusion through our commitment to representing Aotearoa, enabling equitable access and outcomes, and fostering a safe and inclusive culture.

To achieve this, we celebrate the diversity of our Westpac whānau, strive to close our diversity data gap, and provide equitable access to opportunities such as our High School Graduates programme, Be.Lab internships and Mentor Walks partnership. We also foster an inclusive culture by supporting our people to build their confidence and competence around tikanga and te reo Māori.

We believe that by creating a workplace that celebrates diversity and promotes equity, we can create better outcomes for our customers, communities, and society. We are dedicated to driving progress both within our organisation and beyond, to create better futures together.



**Stew Hamilton**

CEO, Mercury

At Mercury, our purpose is to take care of tomorrow by connecting people and place today - Tiakina te anamata, mā te tūhono i ngā tāngata me ngā wāhi o te inamata. We know that tomorrow's success depends on the choices we make now about who leads, how they lead, and the culture we create together.

That's why we are committed to building a workforce of the future - one that reflects who we are today, where we want to go, and the culture that will get us there. For us, this means a future-ready workforce grounded in inclusivity, belonging, purpose and performance.

We recognise that this future can only be realised if the people leading it are as diverse and representative as Aotearoa itself. By fostering leadership that reflects our communities, we not only deliver on Mercury's purpose, but also help unlock potential, break down barriers, and strengthen the wellbeing and prosperity of our country.

We are committed to attracting, retaining, and developing talent that reflects the communities we serve.

Champions for Change is convened  
and anchored by Global Women  
[globalwomen.org.nz](https://globalwomen.org.nz)  
[championsforchange.org.nz](https://championsforchange.org.nz)