

Lighting the pathway to change

Mā mua ka kite a muri, mā muri ka ora a mua

Diversity, Equity and Inclusion Impact 2023

Introduction

"E te tī, e te tā, e ngā karanga tānga maha o te motu, mauri ora ki a koutou. E ai te kōrero, ko te whakatinanatanga o tēnei mea te kotahitanga. Āe tētahi kotahitanga e ora ai te tangata. Ahakoa ngā tini uauatanga o te wā, ahakoa te nuinga o ngā mahi kei mua i a tātou – me mahi tahi tātou"

On Behalf Of The Champions For Change We Are Pleased To Present 'Lighting The Pathway To Change' - Diversity Equity And Inclusion Impact 2023.

Champions for Change represents a collective mission for more diverse, inclusive and equitable workforces of the future and a commitment of transparency and accountability to the bold action required to realise that mission.

Our country has changed. Environmentally, economically, demographically, socially and politically. With those changes comes an emerging new identity. One of a diverse Asia Pacific hub underpinned by the strong indigenous foundation of Tāngata Whenua. The pathway towards a healthy flourishing nation asks for unity around this emerging identity, it invites those leaders to step forward who have the courage and ambition to shine a light on a new pathway – one where everyone is included and is given the opportunity to thrive.

We have always been curious innovators, ambitious exporters and adventurous navigators. The growing diversity of our country weaved together with these inherent strengths is our biggest strategic opportunity to continue to build a world class nation that is resilient to the inevitable challenges of our future.

We acknowledge bringing this vision to life will take time, debate, frustration and compromise. Getting comfortable operating in this space will be vital to its realisation. Balancing our responsibility to lead with intergenerational stewardship with the immediate needs of our communities will be the sweetspot we seek to find.

Aotearoa, New Zealand has a proud history when it comes to empowering women. We often cite the historic moment in 1893 when New Zealand became the first self-governing nation in the world in which women had the right to vote in parliamentary elections. And there have been many more markers of progress and celebration in the 130 years since. However, in recent times we are observing a growing concern that we are being left behind our OECD neighbours when it comes to frameworks of transparency and accountability that drive more equitable outcomes for women. We have an opportunity to recapture our position as a global leader in women's empowerment via a dedicated agenda that seeks to close stubborn pay gaps, improve women's health outcomes and setup the next generation of wāhine in Aotearoa, New Zealand to stand tall and flourish.

The nature of our labour market has changed forever – the downstream impacts of closed borders and the stagnation of our domestic working age population growth mean we will be facing ongoing skill shortages and have a heavy reliance on a migrant workforce now and into our future.

This means we would be missing a huge opportunity not to consider the whole of the talent pool when designing our workforces of the future – and that means creating working environments, business models, policies and cultures that are attractive to historically underrepresented groups.

When we look to the results of this year's data representing 150,000 employees there are signs of real encouragement. Firstly, the growing number of organisations and industries joining the Champions for Change movement. Of particular note are organisations that are historically male dominated – we now have partners in rail, automotive, construction and manufacturing. By joining Champions for Change these leaders are making a public commitment to transparently and accountably leading an agenda for change within their organisation and beyond. The data for those organisations tells a story of the start of a long-term journey towards change.

In Te Ao Māori the concept of kotahitanga speaks to the notion of unity. The belief that we will be better off working in harmony than in division and that differences are acknowledged as a strength. Those willing to enter into kotahitanga must do so with the vulnerability to listen, the grounded confidence to create space for others and the curiosity and patience for a better future together.

Even though Māori have understood this concept for centuries it is no more relevant than where we stand today in 2023 Aotearoa, New Zealand. A time of significant change and a critical juncture that will inform the trajectory of our nationhood.

Our success will be underpinned by our ability to adopt the principles of kotahitanga. Come join us.

Ngā mihi nui,



Antonia Watson
Co-Chair Champions for Change
CEO, ANZ Bank New Zealand



Matt Prichard
Co-Chair Champions for Change
Executive Chair, KPMG New Zealand



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

Stories of change

It is the everyday action and commitment that creates change in Diversity, Equity and Inclusion. Champions for Change organisations are taking bold action to create more inclusive workplace cultures where everyone can thrive. Watch below for two inspiring stories of change.

Fletcher Building

The house built by women.

[Watch the video on Vimeo here](#)

EY

Bringing your whole self to work.

[Watch the video on Vimeo here](#)

Collective Impact

Influencing The Outside World: Empowering An Equitable Future For The Electricity Sector

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

With your basket and my basket, the people will flourish.

Connected intelligence is at the heart of Global Women's mahi. Our members, our partners, our leadership programmes and of course, the Champions for Change are united by this.

From supercharging knowledge and debating nation building kaupapa in Champions for Change Summits, to committing to upskilling in purpose-built masterclasses and collaboration labs, we are guided by curiosity and collaboration.

The motivation to turn insight into action is the biggest source of pride for the Champions for Change. This is the place of our workstreams: where groups within the cohort are committed to advancing one of the four areas of focus.

A workstream that's seen significant traction in the past year, is influencing the outside world. It's charged with identifying and intervening on systemic issues that impact women's workforce participation at all levels.

An outcome of this mahi is the establishment of the Electricity Sector Diversity, Equity and Belonging Working Group.

This cross-organisation electricity sector group will work with the industry to address the challenges of workforce diversity, equity, and a culture of inclusion.

This initiative is spearheaded by two electricity sector CEOs who are Champions for Change sponsors, Alison Andrew, Transpower CEO and James Kilty, Powerco CEO.

The Electricity Sector Diversity, Equity and Belonging Working Group will develop a strategy and programme plan to:

Close the electricity sector gender pay gap; and

Break down occupational segregation and the under representation of women in technical and leadership roles in electricity.

In working together, as a sector, there is potential to provide a playbook for other industry sectors to follow.

“It’s a privilege to be able to use our collective mana, insights and resources to bring this group to life. Aotearoa is at a pivotal moment in its growth and skillsets in the energy industry are in high demand as New Zealand decarbonises. Setting our sector up as an industry that’s not just inclusive of, but prosperous for women, is crucial to setting our sector up for excellence and to enable our economy and communities to thrive,” says Champion for Change and Powerco CEO James Kilty.

What underpins this movement—and what will continue to shape the strength of this group—is the power of the collective. Shared insights from being bold, open, and continuously curious. Something that we look forward to seeing more of across our membership and beyond.

Participation Gap

Gender 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.

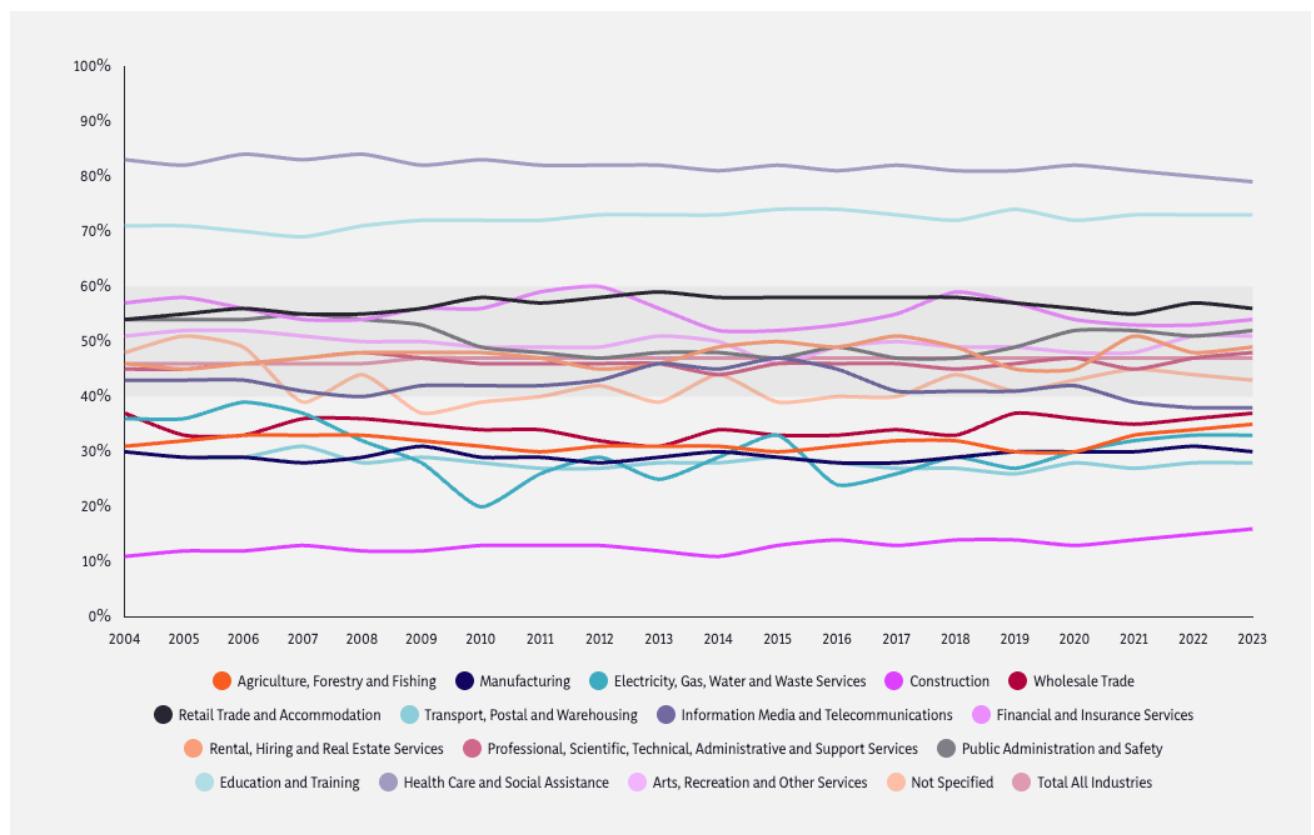
The workforce participation gap for women is slowly closing, but sustained and bold action is required to continue to close the gap in order for Aotearoa, New Zealand to realise the significant economic benefits of equal workforce participation highlighted in last year’s report.

Industries across the Aotearoa economy continue to close the gap on gender workforce participation, with over half the industries that we track now having women make up more than 40% of the workforce. However, the speed at which the gap is closing has slowed compared to previous years.

There are also some headwinds that should be considered going into next year. During difficult economic times women are adversely impacted by job losses (1.8 times more women than men lost the job during COVID). In addition migration patterns into New Zealand have historically had a slight male skew further impacting workforce participation. This is one to watch especially considering our economy will continue to rely on inward migration to fill skill shortages.

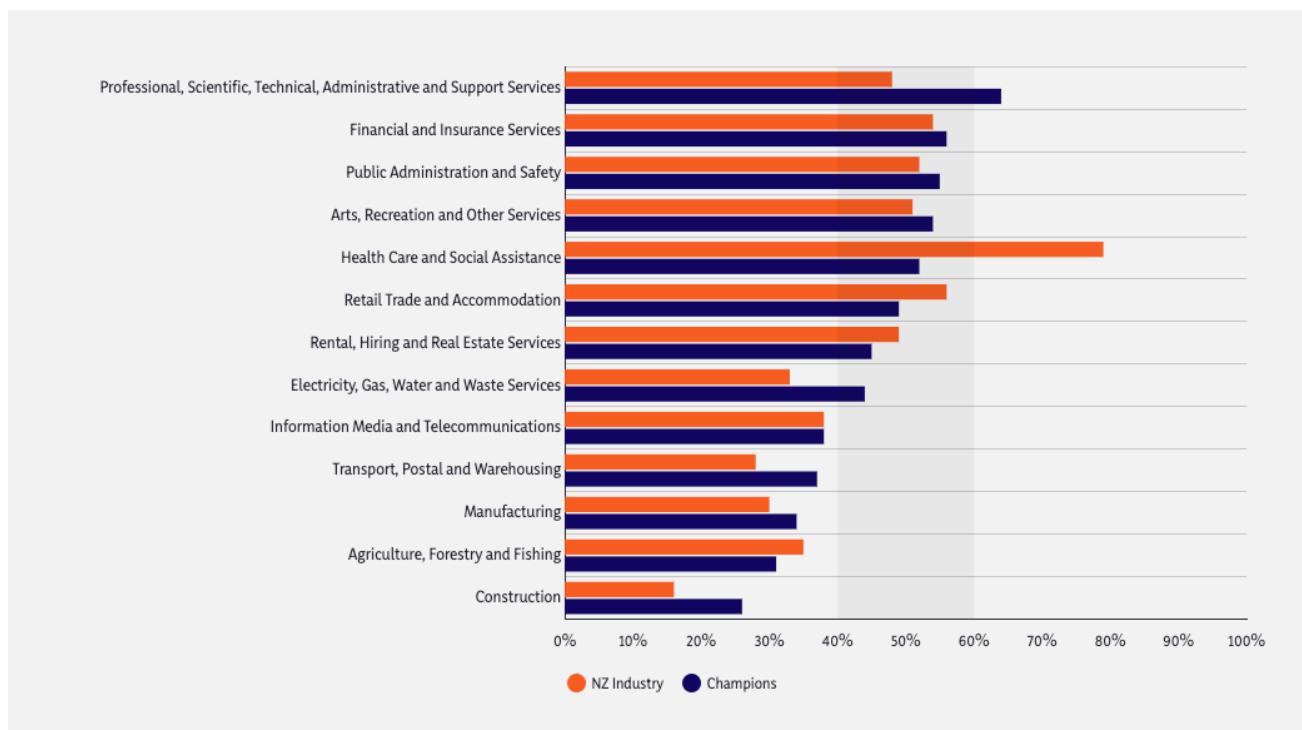
Gender Participation by NZ Industries Results continue to be consistent with previous year results with roughly half of New Zealand industries reporting female participation over 40%. Industries where participation is under 40% continue to reduce the gap, but the pace has slowed when compared to the previous year.

The previous year had an average improvement in participation of 1.1%, that had reduced to 0.62% this year. Construction is the main exception with a 1.52% reduction in gap, which is twice as fast as the previous year.



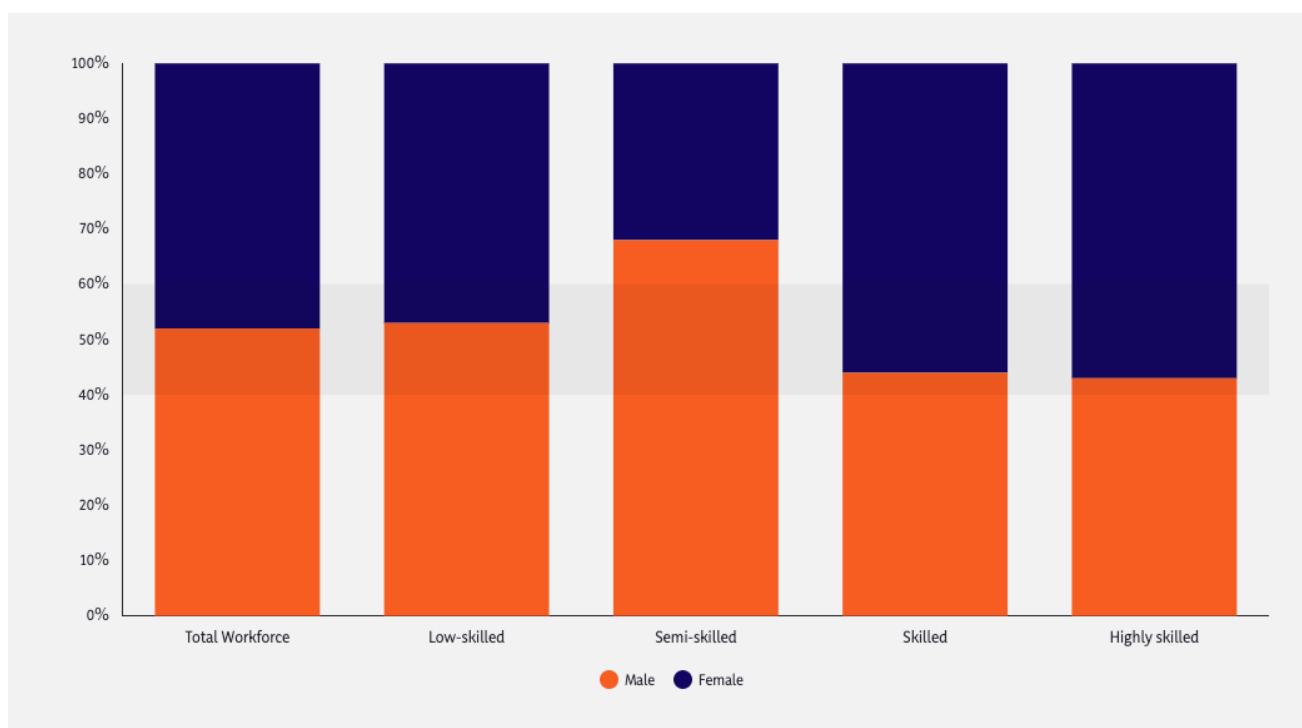
Champion Organisations Outpacing The New Zealand Market On Workforce Participation For Women.

Champions continue to have a higher proportion of female participation in 77% of industries measured this year. This higher proportion is especially apparent in traditionally comminated male fields such as Transportation, Manufacturing Electricity and Construction where Champion organisations also continue to close the gap faster than the New Zealand market.



Women Closing The Gap In Highly Skilled Roles

Highly skilled female workforce participation had a notable increase of 1.8% this year. This is an important gap to close because it breaks down traditional occupational segregation and will help to reduce the gender pay gap.



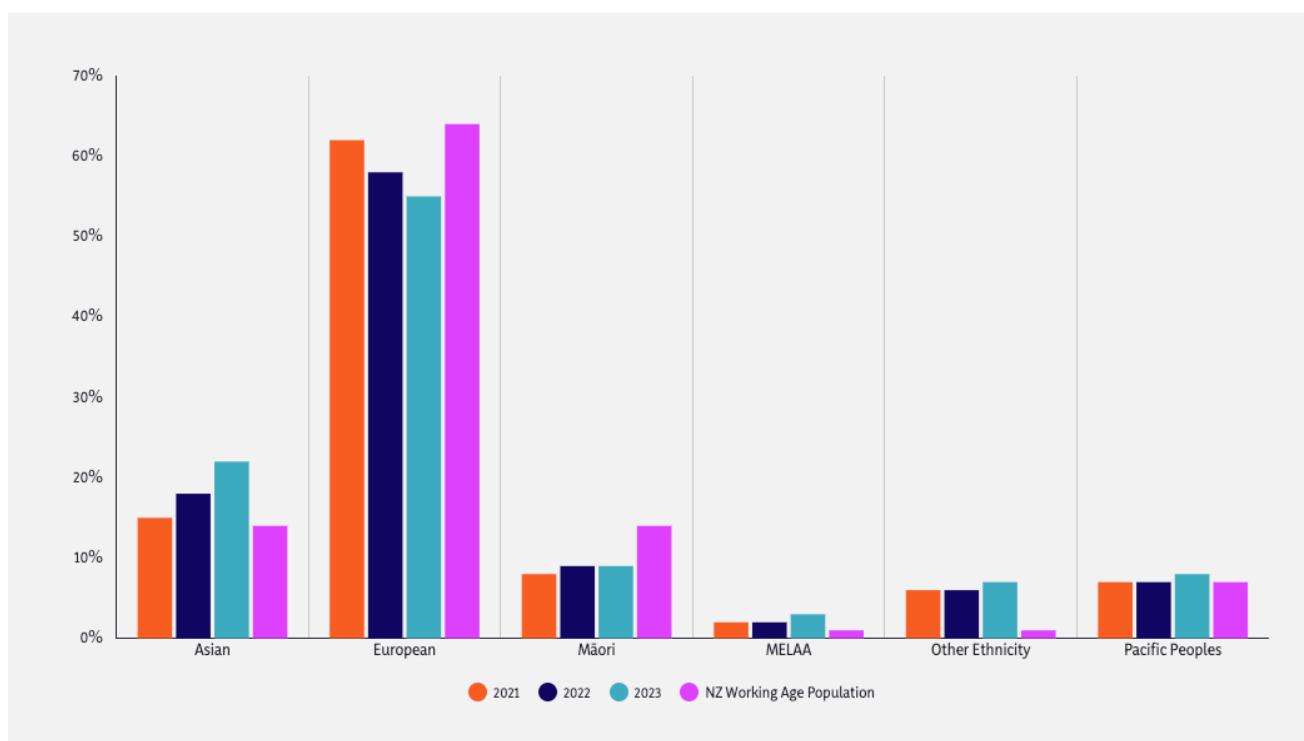
Ethnic And Cultural Diversity In Our Workplaces

As the ethnic and cultural makeup of Aotearoa continues to become more and more diverse, organisations are putting significant effort into understanding the ethnic and cultural makeup of their workforce and are using that data to design employee value propositions and experiences that consider the cultural makeup of their people.

There was a significant increase in the number of Champions submitting ethnicity information with 48 submitting this year, up from 39 in 2022.

Overall, Champion organisations have a more ethnically diverse workforce when compared to New Zealand working age population but there is still significant work to do to drive continue to attract and retain diverse ethnic talent into all levels of an organisation.

We have changed how we represent the data for Ethnicity to better represent each category. The ethnicity percentage calculation is now done from the total number of employees in the organisation (excluding “Not Stated” as in previous years). This means that employees that identify with more than one ethnicity will be counted against both ethnicities and if you sum up the below ethnicities will add up to over 100%. Capturing the additional ethnicity information allows us to show the impact of Other Ethnicities on the workforce make up. In future reports we will look at further data enhancements to provide more insight into the Other Ethnicity make up.



Power Gap

The Gender Power Gap

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

The community of organisations joining the Champions for Change movement is growing and becoming more diverse industry by industry. Once dominated by professional and financial services organisations, the community is now represented by industries such as motor vehicle, rail and construction. This is a signal of great change and an intent as well as investment by traditionally male dominated industries to create a new story for women in their organisations.

With that growing industry diversity – when we aggregate the representation of women across management level this year we find mixed results.

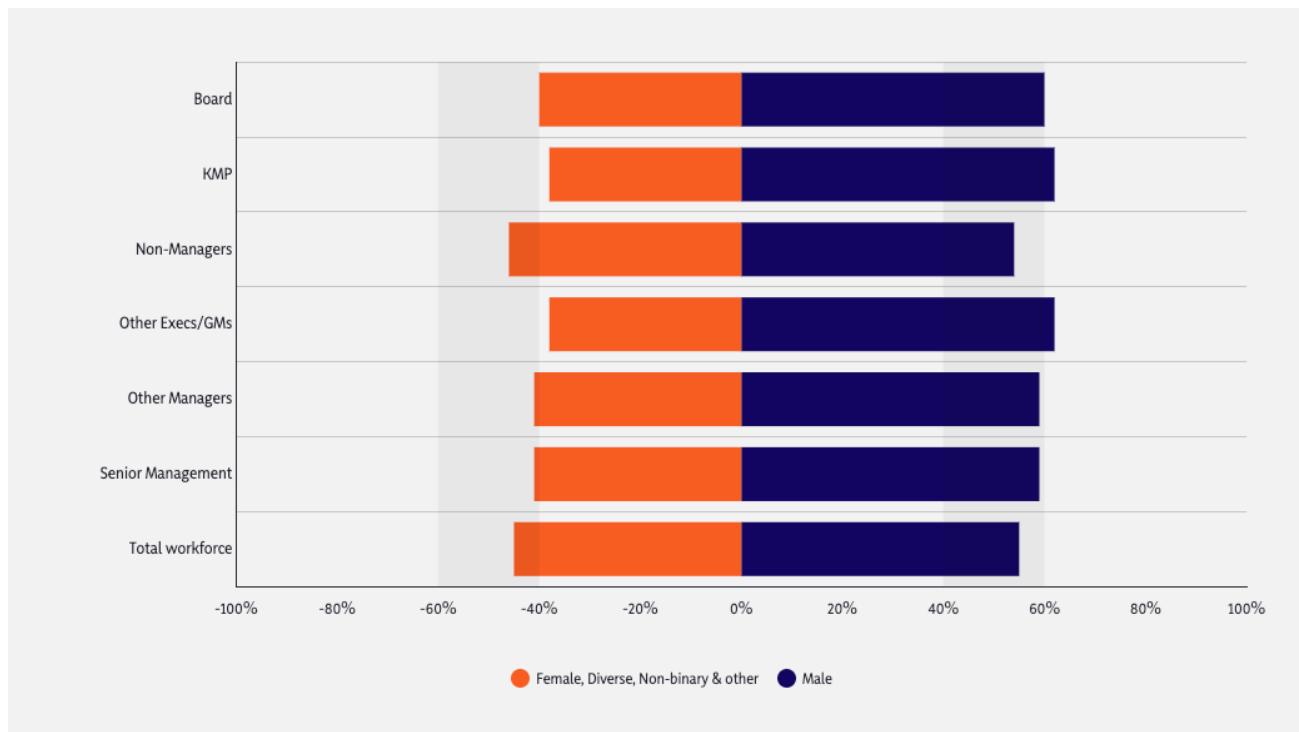
Overall Champions data has seen a drop in some management levels but we are still very close to achieving 40:40:20 representation of women across all 6 management levels.

Encouragingly we have seen a shift in women represented at Board level. This is significant and will pave the way for greater representation by women at all levels of organisations over time.

Representation Of Women Across Management Levels.

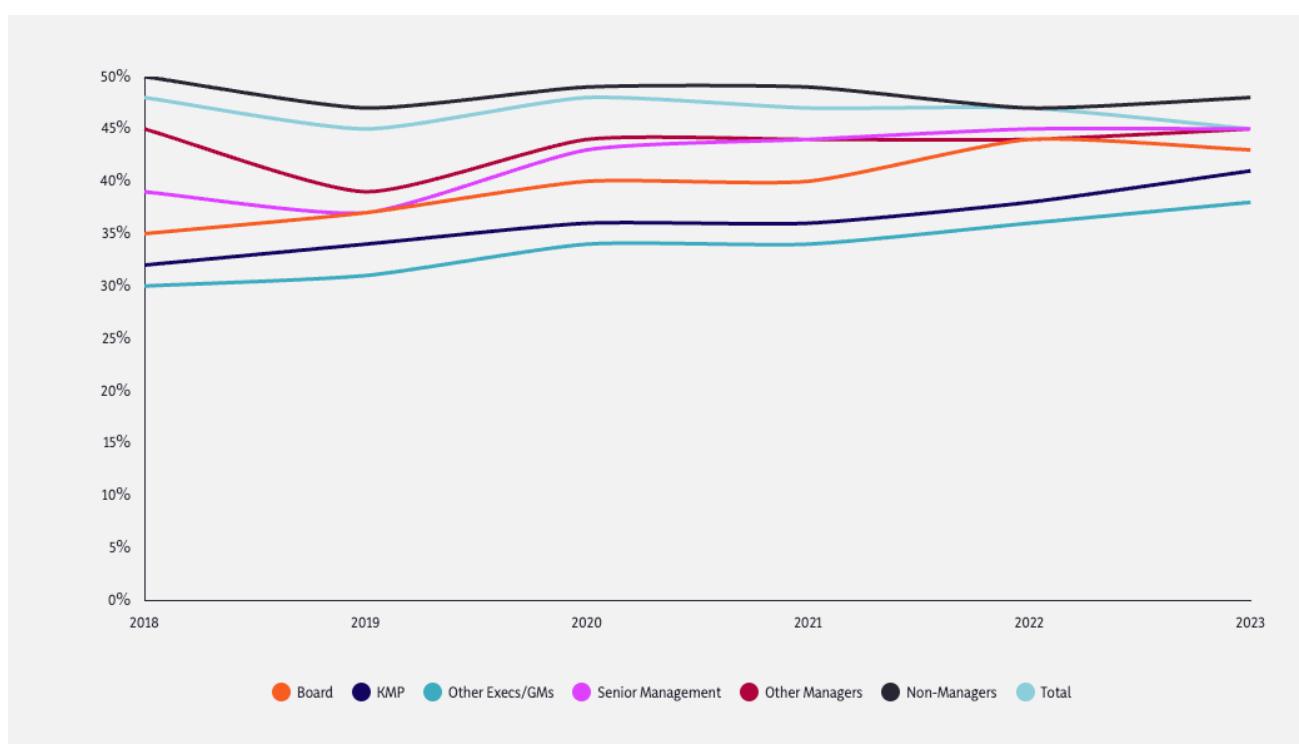
Champions for Change have an objective to achieve 40/40/20 gender balance in all six management categories. The below shows the aggregate gender results for all Champion organisation in 2023 with a total workforce view.

Overall workforce participation by women, gender diverse and non-binary has reduced slightly (-1%) for the total workforce, however it is still over 40%. It is wonderful to see that participation in Board seats is up 2%, however Senior management has reduced by 6% (although still over 40%). Other Exec/GM has a drop of 3% meaning it is now under 40.



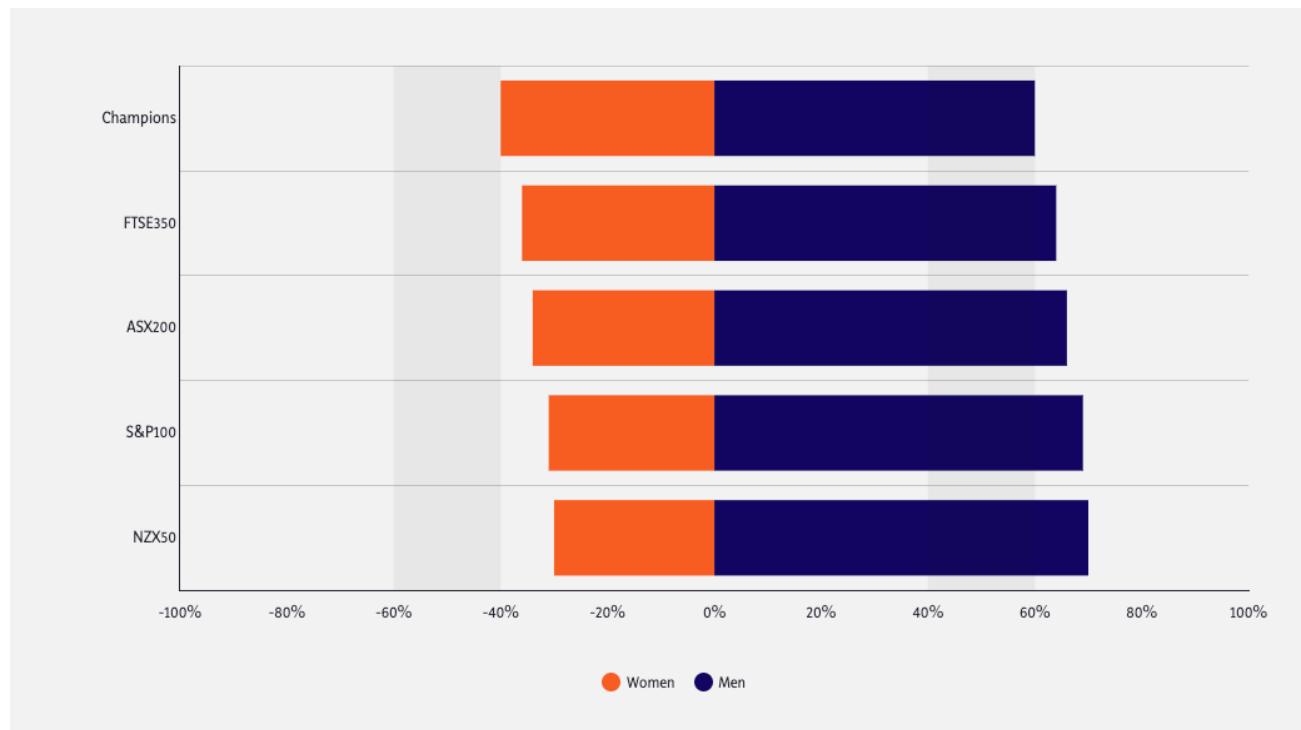
Founding Champions

Champion organisations that have been committed to 40:40:20 gender representation for 6 years have collectively achieved that stated goal in all but one category. This demonstrates the long term nature and often slow progress in achieving success in diversity across an organisation. These organisations have committed to a range of interventions over those 6 years including reporting progress every year and setting and tracking diversity targets.



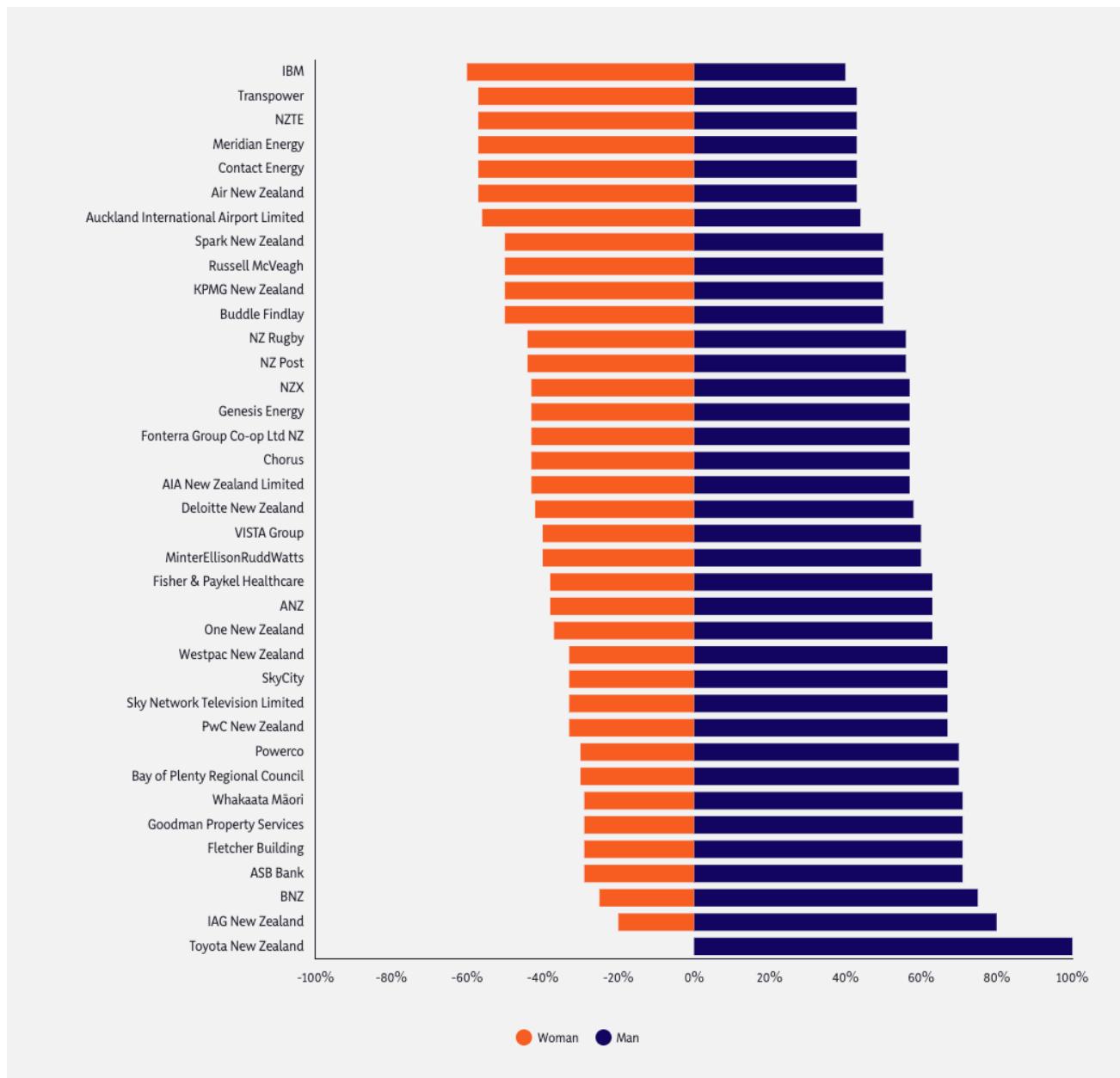
Women On Boards

Encouragingly, women representation on boards has increased across the international markets we monitor and Champions organisations are keeping track with that with a significant 2% increase this year to be at the threshold of 40% representation of women.



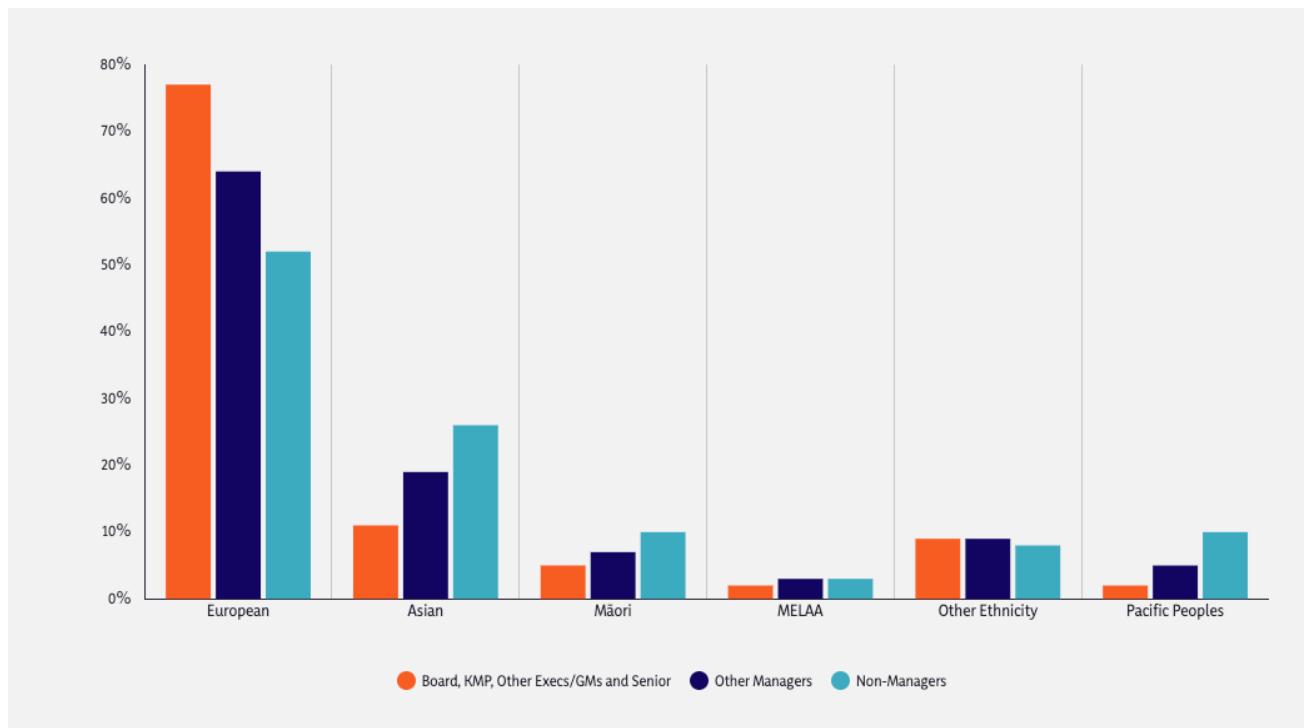
Champions Organisations - Women On Boards

54% of Champion organisations have met the Champions goal of 40% of female board representation. This is a significant increase from last year's figure of 40%. This is an encouraging trend and suggests a stronger focus from organisations on diversity around the board table with ESG reporting coming into effect as well as pressure from investors and stakeholders having an impact.



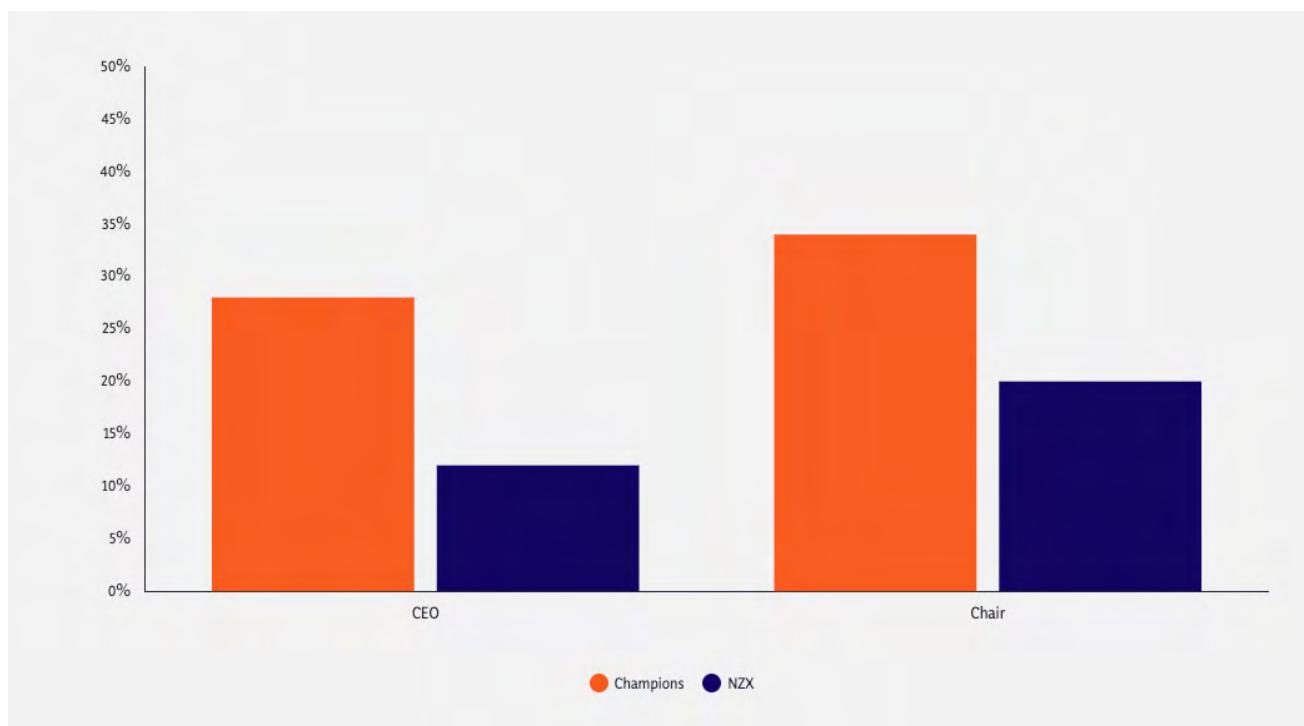
Ethnic Representation Across Management Levels

European ethnicities continue to be over-represented in Management and Senior Leadership positions while other ethnicities tend to be over-represented as Non-Managers. The good news is that this trend is changing with non-European ethnicities increasing their leadership representation year on year.

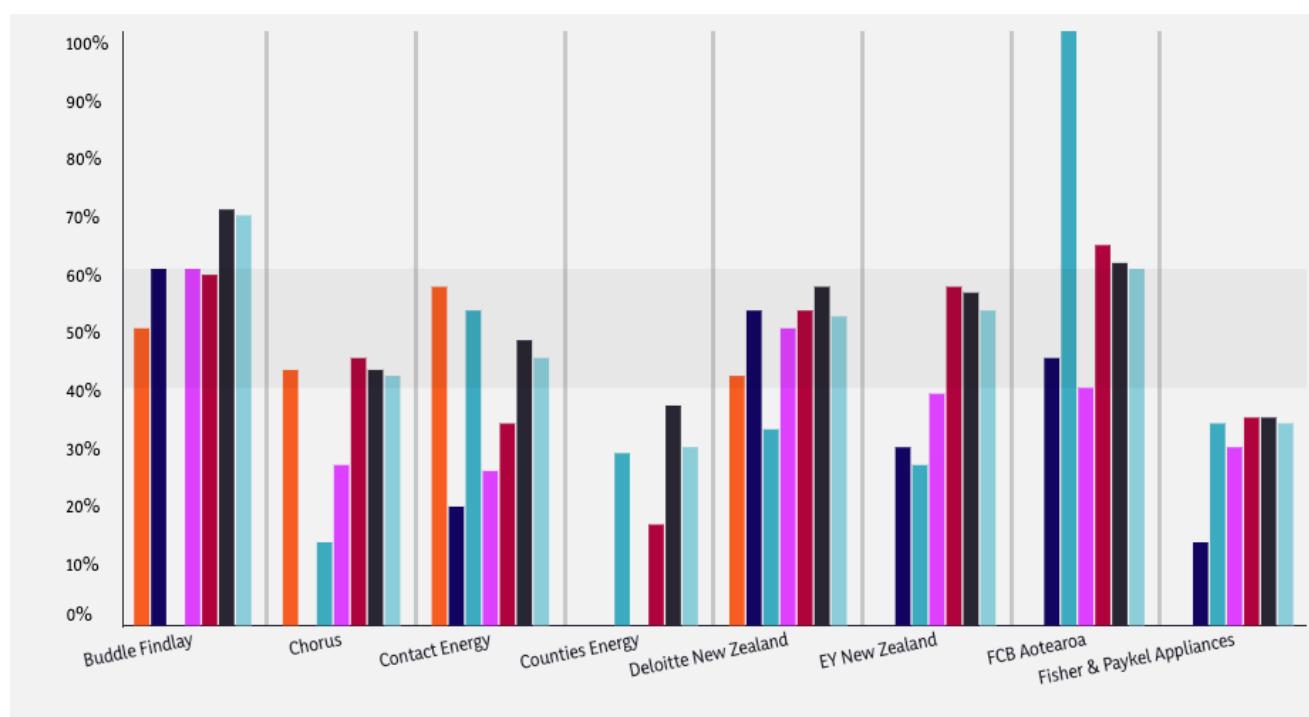
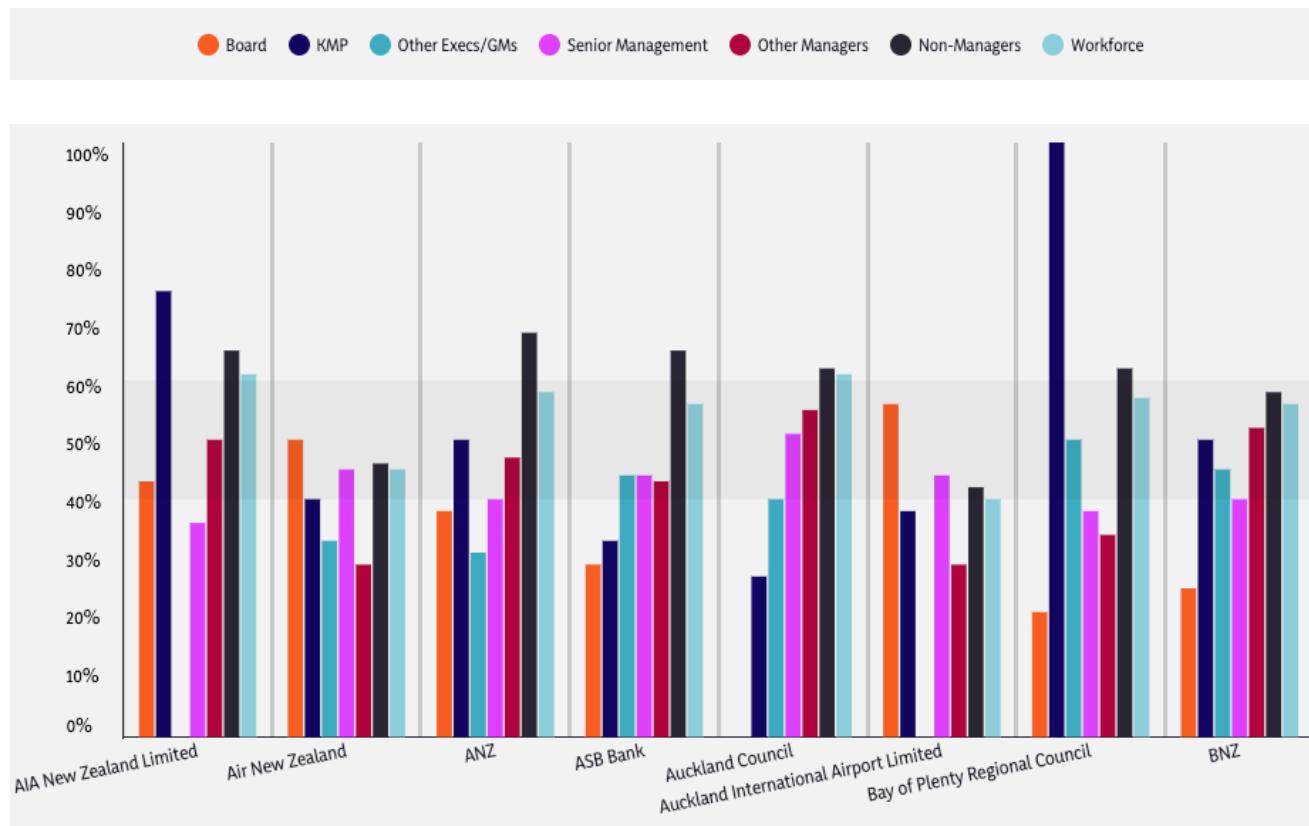


CEO

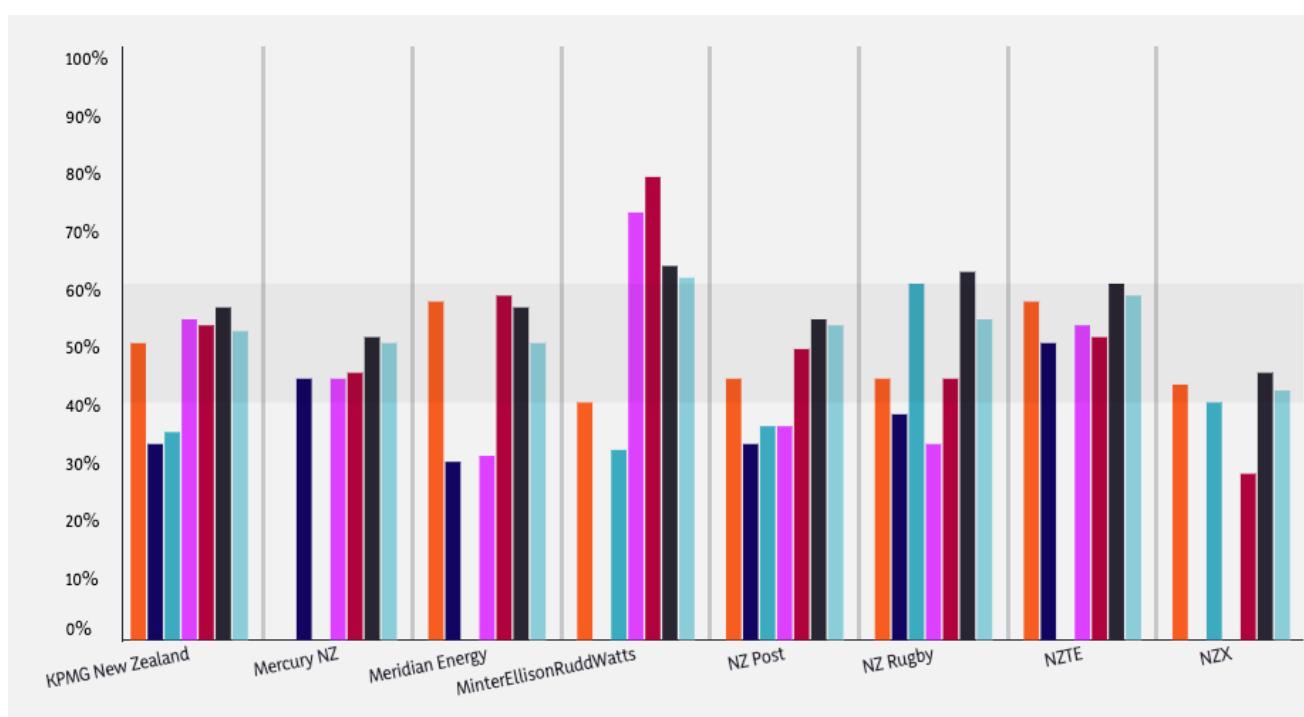
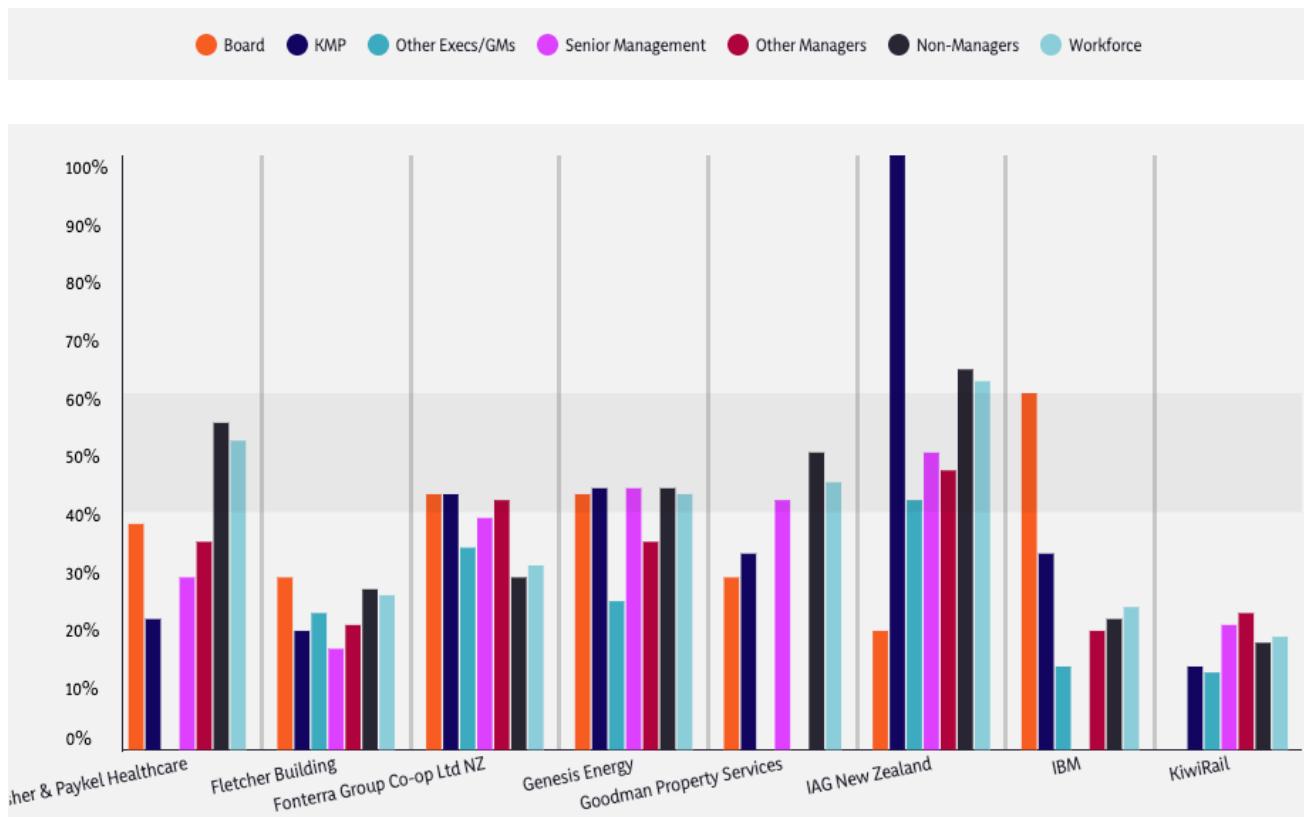
Champions continue to show the value of female leaders, outperforming the NZX in both women CEOs and women Chairs.



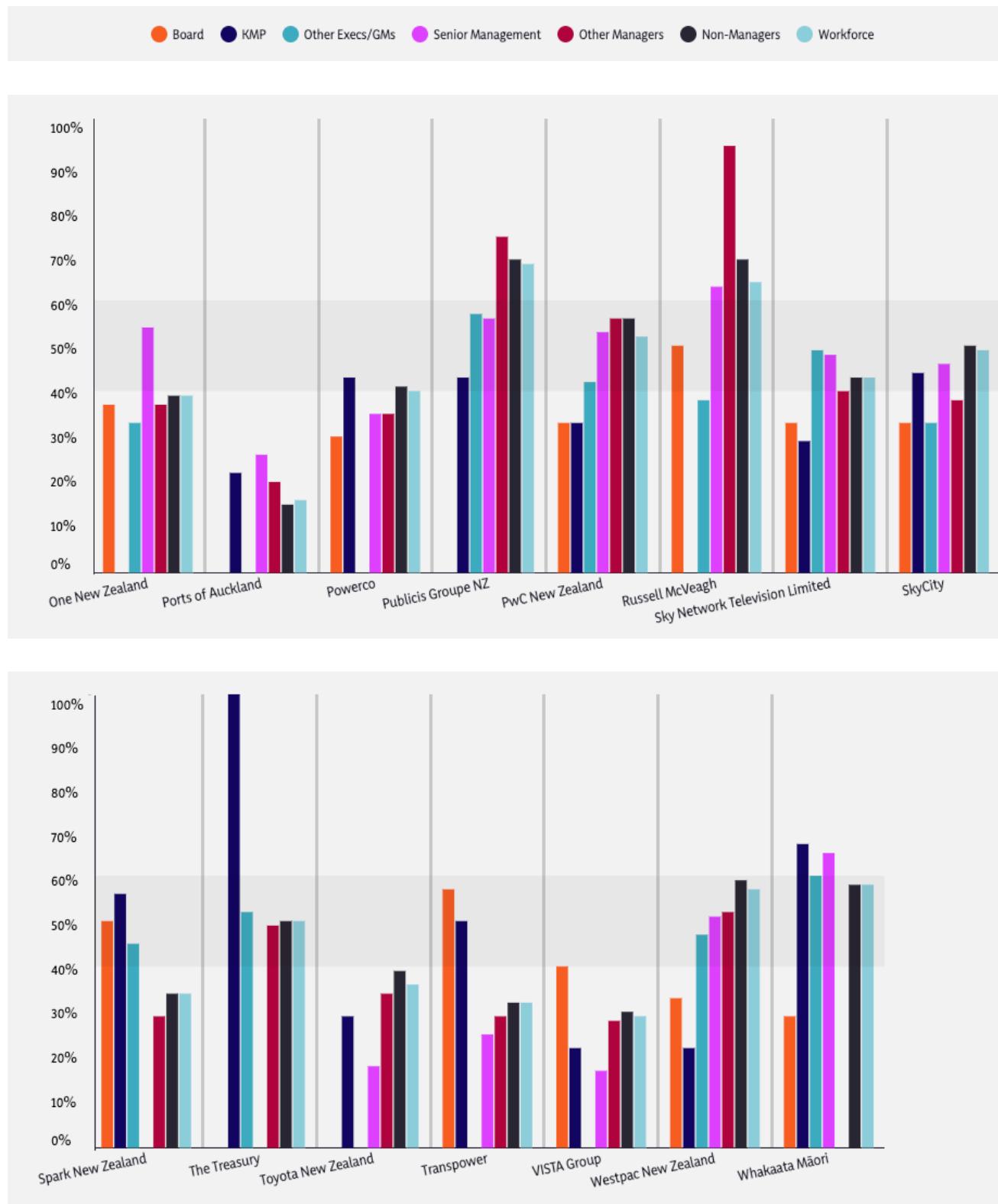
Champions for Change Gender Balance



Champions for Change Gender Balance (cont.)



Champions for Change Gender Balance (cont.)



Data Collection Methods

Data collection Methods Led and guided by their Champions for Change HR and executive teams, companies that reported in 2018- 23 used various models of data collection and it has been collected each year as at 31 March.

Industry Data

Industry data was sourced directly from Stats NZ data.

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. The 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. The percentage was calculated for each classification based on the total number of employees, so a multi-ethnic employee would be counted as each selected ethnicity.

Levers for Change

This year we asked our champions to provide more insight into what initiatives and actions that they have taken which have had the greatest impact on improving diversity, equity and inclusion in their workplaces. Three main themes came out as strongest, leadership development, being data driven with clear targets and flexible working.

When we cross referenced this with our data we found clear indicators that organisations that practiced these initiatives had better measurable outcomes.

Lever	Insight
Leadership development	Champion organisations who stated the strongest focus for them in shifting the dial on DEI has been in the leadership development space have increased leadership representation of women by 2.1% compared to those that haven't been focusing on this of 1%. This is a reminder of how important growing inclusive leadership capability across all genders is to growing diverse representation at a leadership level.
Data	Champion organisations who stated that taking a data led approach to DEI and committing to clear targets have increased women manager representation by 1.7% compared to 0.5% of those that aren't taking this approach. These data led organisation are on average 5% higher in leadership representation of women.
Flexible Working	When designed thoughtfully and intentionally, flexible working policies can help to drive greater outcomes for women at work and it allows men to play a greater role at home freeing up women from the disproportionate burden of caring responsibilities. Organisations doing this well are designing intentional opportunities for women to be visible and build profile in order to be considered for mission critical projects and promotions.

Below are some specific initiatives from each area that our Champions have specifically called out as being impactful in increasing representation of women in leadership.

Leadership Development

"We have developed an emerging leader's programme for our senior women and men. The programme challenges different ways of thinking, encouraging participants to think about their careers in new ways and how they can influence and impact others."

"Our Unconscious Bias training for leaders and all employees has been taken up at all levels."

Data Driven

“Transparency of our targets and clear messaging, have been important to ensure everyone is bought on the journey and understands their role.”

“Seeing the hard facts/data, and sharing this widely, motivates everyone to create change - across development, recruitment, talent mapping, decision-making etc.”

“We have used targeted recruitment to increase the number of women at Board and Executive level and our last two and we now have 50% or more females at these levels.”

Flexible Working

“Having flexible working policies has meant that all genders are on an equal playing field and has allowed more women to work for our organisation remotely and support better return to work arrangements from those returning from parental leave.”

“The flexibility to manage work and home commitments means more females are able to progress their careers.”

The Future

We also asked what was on our Champions minds going into next year and Neurodiversity is a topic that was most mentioned. Champions for Change ran a masterclass on neurodiversity in the workplace in June and plan to do more work on this kapupapa throughout 2023 and beyond...

Meet the Champions

Meet The Champions For Change Below And Read About Their Commitment To Leading Change In Diversity Equity And Inclusion.

AIA New Zealand Limited

“...Innovative Through Diversity Of Thinking And Perspectives And Creating A Workplace Where Our People Thrive.”

Nick Stanhope, CE

“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.”

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).”

Greg Foran, CE

“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.”

ANZ

“...We Will Maintain Our Momentum Towards A Workforce More Representative Of Modern Aotearoa NZ.”

Antonia Watson, CE

“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.”

ASB Bank

“...To Foster And Encourage A Culture Of Inclusion And Diversity.”

Vittoria Short, CE

“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.”

Auckland International Airport Limited

“...Creating A Sense Of Place Where Everyone Can Thrive.”

Carrie Hurihanganui, CE

“Like our travellers, Auckland Airport is on its own journey – one that has been planned, anticipated, rescheduled and is now once again underway. Through all the disruption of the past three years, we haven’t lost sight of the value diversity, equity, and inclusion (DEI) bring to our organisation.

We know for Auckland Airport to achieve our ambition to deliver an exceptional travel experience all Kiwis can be proud of, we need a workplace that creates opportunities for everyone and a workforce reflecting the diverse community in which we operate.

We acknowledge the need to accelerate our efforts to not just advance women into more senior roles, but ensure we expand the diversity of our senior leader group with a specific focus on Māori and Pasifika. Auckland Airport seeks to be a place where everyone can thrive and reach their full potential.”

Bay of Plenty Regional Council

“...Significantly Reduced Our Gender Pay Gap Over The Past Four Years.”

Fiona McTavish, CE

“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.”

BNZ

“We Are Committed To Creating A Welcoming And Inclusive Workplace, That Is Representative Of New Zealand’s Rich Cultural, Ethnic And Gender Diversity...Our Aim Is To Attract, Retain And Promote Diverse Talent To Ensure We’re Reflecting The Communities We Are Proud To Serve.”

Dan Huggins, CE

“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.”

Buddle Findlay

“We Know That A Diverse Workforce Will Increase Our Activity...”

Jennifer Caldwell, Partner

“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 mihimihi 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."

Chorus

"...A Fair, Inclusive And Equitable Culture Where Differences Are Our Strengths, We Connect On Shared Values And Everyone Has The Opportunity To Thrive."

JB Rousselot, CE

"At Chorus we aspire to create a fair, inclusive and equitable culture where differences are our strengths, we connect on shared values, and everyone has the opportunity to thrive.

To help achieve this aspiration, our Diversity, Equity, and Inclusion (DEI) strategy launched in 2022 includes additional measures on 40:40:20 gender representation, TexAo Māori participation and accessibility. We're proud to be accredited with the Rainbow Tick, the Accessibility Tick, and the advanced category of the Gender Tick. In alignment with our focus on gender, our gender pay gap by career level remains at <-2%. Our parental leave policy also provides equal access to leave provisions and return to work coaching for both the individual and their people leader.

Alongside embracing DEI within our current workforce and work environment, 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."

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."

Simon Tong, CE

"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."

Contact Energy

“...Inclusive Workplace Where Diversity In All Forms Is Valued.”

Mike Fuge, CE

“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.”

Deloitte New Zealand

“Our Commitment To Inclusion And Diversity Across Our Business Is Unwavering.”

Mike Horne, CE

“While our focus on Diversity, Equity and Inclusion is not new, our attention to it has not waivered. The progression of women through our organisation into senior roles is also positively impacting our ability to attract senior women into Deloitte, including into historically male dominated areas. Greater female representation at senior levels and in occupational domains that are historically more highly rewarded in the market, also means our gender pay gap continues to track down each quarter. Our Tihere and Le Lumana’i scholarship programmes will further increase the growth of our Māori and Pasifika communities while enhancing equity and implementation of our LGBT strategy will ensure our people can bring their true selves to work. Our Inclusive Talent Experience continues to enhance the experience of all our people through various initiatives, including the consistent embedding of flexibility and a focus on wellbeing. It continues to be a strategic priority to ensure we create a culture that enriches the experience for all our people.”

EY New Zealand

“...Our Aim Is To Achieve More Equitable Outcomes.”

Simon O'Connor, NZ Managing Partner

“Diversity, Equity, and Inclusion (DEI) are central to our business and people strategies. We continue to look at areas where we can have positive impacts and better the career experiences for EY people. The COVID pandemic continues to leave its mark across our society, but a positive and significant change in our workplace culture has been increased flexible working for all. Flexible working, remote working, and working differently with technology are enablers of inclusion and are here to stay at EY.”

FCB Aotearoa

“...Celebrating And Honouring Each Other’s Differences.”

Paul Wilson and Sean Keaney, Co-CE’s

“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.”

Fisher & Paykel Appliances

“...Committed To Leading Positive Change In Gender And Cultural Diversity.”

Daniel Witten-Hannah, CE

“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.”

Fisher & Paykel Healthcare

“...Our Words And Actions Today Impact Future Generations.”

Scott St John, Chairperson

“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."

Fletcher Building

"We Are Committed To Creating A Safe And Inclusive Environment Where Our People Feel They Belong And Can Thrive."

Ross Taylor, CE

"Fletcher Building aspires to be a place where everybody belongs, where we celebrate our people, and recognise that our teams' diverse backgrounds and ability to bring their whole selves to work is the power behind being able to serve each other, our customers and community.

We are committed to creating a safe and inclusive environment where our people feel they belong and can thrive. Our focus is on building an inclusive culture, increasing ethnic diversity in leadership roles, and achieving gender balance in operational and leadership positions. We continue to build momentum through a range of strategic initiatives including gender action plans that give us clear guidance on how we will achieve our targets, reviewing our systems and processes to ensure our ways of working are inclusive of all, and providing targeted leadership development and mentoring programmes. The active involvement of our Employee Action Groups are pivotal in leading and supporting our agenda to create an organisation which truly represents the Aotearoa we serve."

Fonterra Group Co-op Ltd NZ

"You, Me, Us Together – Tātou, Tātou Means Everyone Can Be Themselves And At Their Best"

Miles Hurrell, CE

"Together D&I are critical to achieving our strategy, how we live our purpose and values, and how we 'show up' in the communities where we live. We undertook a gender diversity review and heard from our people that inclusive workplaces are good for everyone. In the year ahead, we have committed to a range of short-term and long-term initiatives to increase gender diverse representation in our leadership and will continue to hold ourselves to account through our aspirational D&I targets balanced with building awareness and actions."

Genesis Energy

"...Building A Diverse Workforce, Embracing Equity And Being Intentional About Inclusion."

Malcolm Johns, CE

"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."

Goodman Property Services (NZ) Limited

"We Believe That A Diverse And Inclusive Team Creates A Vibrant Work Culture With A Rich Mix Of Views And Ideas."

James Spence, CE

"Diversity brings unique perspectives and experiences to problem solving, ultimately leading to better business outcomes. We celebrate individual differences and continue to make incremental improvements to our business that encourages participation and ensures our peoples voices are heard.

Progressive and flexible employment policies are helping to reduce bias and lift representation. These policies have encouraged a more permanent shift in work practices over the last few years with around 60% of our people now preferring to work remotely at least two days a week.

Wellbeing initiatives keep the team connected and engaged, helping create a positive and supportive workplace."

HAYS

"...We Are Committed To An Inclusive And Equitable Workplace Where Our People Have A Strong Sense Of Belonging And Diversity Thrives."

Adam Shapley, Managing Director

"At Hays, we are committed to an inclusive and equitable workplace where our people have a strong sense of belonging and diversity thrives. Hays has a strong and proud history of commitment toward diversity, equity, and inclusion initiatives, championed by our passionate and dedicated employees and leaders.

In 2022, we took this passion and commitment further with the development of a DE&I Strategy that allows us to take a considered and consistent approach to elevating equity and inclusion. We look forward to progressing our activities and initiatives aligned to our strategic focus areas and our diversity pillars, Aboriginal and Torres Strait Islander, Culturally & Linguistically Diverse, Disability, Gender, LGBTIQA+, and Māori."

IAG New Zealand

"Normalising Flexibility...Helps To Remove Barriers For People From All Backgrounds."

Amanda Whiting, CE

"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.

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 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."

IBM New Zealand

"Diversity And Inclusion Is The Fabric That Has Progressively Served IBM Purpose To Make The World A Better Place."

Shannon Harris, Managing Director and Technology Leader

"Diversity and inclusion are foundational principles of IBM's culture of consciously embracing differences and advocating equity and allyship for innovation to thrive. We have introduced and enhanced programs, in New Zealand and around the world, to meet our strategic priorities of accountability, advocacy, allyship and employee experience. In recent years, this has included co-creating learning experiences around topics not previously discussed in the workplace such as systemic racism, unconscious bias, being an upstander and covering. IBM has been a progressive leader in diversity, advocacy, and innovation, and it's the fabric that helps us make the greatest impact for our clients, our colleagues, and the world."

KiwiRail

"...Creating A Place Where All Our People Can Grow And Feel They Belong."

Peter Reidy, CE

"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."

KPMG New Zealand

“Tackling The Hard Stuff.”

Matt Prichard, Executive Chair

“At KPMG our purpose is 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.

Real progress on inequity can only be achieved if we can attract and retain people who bring a diversity of perspective and experiences to their work. We've introduced new programmes over the past three years around parental leave, and strengthened our Kiwi, Pride, Accessibility, Ethnicity, Gender, and other affinity networks. Our biggest challenge remains broadening the gender, ethnic and other diversity of our partner group, which is changing dramatically through an Executive and Board focus on recruiting, developing, and retaining talent at this level. Progress on that goal is co-dependent on growing the confidence of all our people that they belong in our firm and in that leadership group.”

Mercury NZ

“...So Our People Can Bring Their Best Selves To Work.”

Vince Hawksworth, CE

“Diversity, Equity, and Inclusion are integral parts of Mercury’s culture. Being inclusive of individuals with different backgrounds, views, experience, and capability working together makes us stronger and better as an organisation. We’re committed to recruiting and retaining people who respect each other, our customers and our stakeholders and have a broad range of skills, experiences, and frames of reference to drive innovation, deliver improved financial performance and to help us to achieve our ambition.

Our diversity, equity and inclusion strategic objectives strengthen our inclusive leadership and culture. We are focused on clear and simple targets for gender and ethnicity, enabling our employee network groups, developing our strategic partnerships, building capability and awareness of diversity, equity, and inclusion across the business, and maintaining an environment where diversity, equity and inclusion thrives.”

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.”

Neal Barclay, CE

“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."

MinterEllisonRuddWatts

"...The Real Measure Of An Organisation Is Its Culture."

Andrew Poole, CE

"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."

MSL ANZ (Publicis Groupe)

"Inclusivity Is Our Superpower To Creatively Unlocking The Best Ways To Tell The Stories On Behalf Of Our Clients."

Skye Lambley, CE

"Our purpose as a business is to create conversations that change New Zealand. To do that well, we need to listen to and learn from diverse voices and understand the issues that matter for all. Inclusivity is our superpower to creatively unlocking the best ways to tell the stories on behalf of our clients. At MSL New Zealand, we celebrate diversity and all the experience and ideas it brings.

Our aim is to better represent the audiences that we look to communicate to and tell more stories of those that struggle to have a voice."

New Zealand Institute of Economic Research

"Issues Of Inclusion, Diversity And Equity Have Economic Impacts On New Zealand."

Jason Shoebridge, CE

"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."

NZ Post

"Our Values Underpin A Culture Of Diversity, Equity And Inclusion..."

David Walsh, CE

"Our values underpin a culture of diversity, equity, and inclusion here at NZ Post Tukurau Aotearoa – something we are very proud of. In an uncertain world, it's more important than ever we put our efforts into strengthening our existing diversity and inclusion programmes. Afterall, having the freedom to bring the real you to work every day is the foundation for a thriving workforce and business.

This year we expect to be accredited for the Rainbow Tick for the fourth consecutive year, broaden our women's network Pouhine o Tukurau Aotearoa, develop future leaders through our mentoring programme Le Faufautua, and enhance Te Ao Māori at NZ Post. A newly formed Te Ao Māori steering group will lend extra support to Te Hononga, our grassroots programme that builds Māori leadership. The third annual Mauri Award will this year recognise another outstanding Māori leader who demonstrates manaakitanga, kaitiakitanga and whanaungatanga amongst our whānau.

We'll continue to ensure equal opportunity for our people regardless of gender, ethnic background, or how they identify – which includes monitoring representation and pay across all our roles. For the second year running we'll report publicly our gender pay gap and be deliberate to improve our people's experiences at work, so they love being here."

NZ Rugby

"...Thriving People At All Levels Help Make Rugby A Welcoming And Positive Space For All."

Mark Robinson, CE

"Our vision is to inspire and unify through rugby. We know that thriving people at all levels help make rugby a welcoming and positive space for all. Equity, Diversity, and Inclusion continue to be a core part of our mahi, with four key focus areas: Women, Māori, Pasifika and LGBTTQIA+/Rainbow communities. We have achieved gender balance on our Executive Leadership team, set a goal of 50% overall diversity on all rugby governance boards, , and maintain a commitment to the principle of 40/40/20 gender representation in our head offices.

We know we haven't always got it right for women and girls in our game. Rugby World Cup 2021 (played in 2022) showed us the love people have for the game, with the event being the first live rugby experience for 50% of attendees. Off the back of this amazing success, we will continue to supercharge the women's game, with the release of our Women & Girls strategy coming in 2023. Working closely with our Pasifika Advisory Group, we are developing a Moana Strategy to guide our efforts to take a culturally responsive approach to working with Pasifika in rugby. We're still early on the journey but are proud of the steps we have taken with our LGBTTQIA+ communities and partners.

We recognise Māori as Tangata Whenua and treaty partners. By working with the Māori Rugby Board, we are exploring what partnership really means for this relationship. We will also continue to build our knowledge of te reo Māori, tikanga Māori and Te Tiriti principles. NZR is invested in this journey from governance to our staff on the front line.

We see a future that is equitable and inclusive, where people any gender, ethnicity or sexual orientation can see a place for themselves in rugby. Rugby is a game for all."

Te Taurapa Tūhono | New Zealand Trade and Enterprise

"...Commitment To Diversity Makes Our Global Team Stronger..."

Peter Chriss, CE

"Diversity and inclusion is core to what we do at NZTE. 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. We are proud to have achieved 40:40:20 gender balance at all levels of the organisation for several years and are committed to continuing delivering this target.

We have seen huge growth in the number of Māori at NZTE and uplift in the Māori capability of all our people. Flexible working is the norm, and we are embedding a Safe to Speak Up culture. We are committed to inclusive leadership and building the cultural intelligence of our people, creating stronger connections across our One Global Team. Manaaki is us."

NZX

"We Aim To Lead By Example."

Mark Peterson, CE

"As the operator of New Zealand's exchange, NZX has a leadership role in encouraging strong corporate governance across the listed markets. We are committed to the importance of setting and reporting diversity policy and objectives by all listed issuers, and we aim to lead by example. Over the next 12 months NZX will advance our ESG reporting to international standards.

Reporting our track record in providing equitable opportunities to employees in recruitment and the workforce is highly relevant to today's investors.

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

Looking to the next 12 months, we'll create opportunities to help grow a diverse leadership pipeline and build more diversity in our decision making, capture a deeper understanding of the ethnicity of our workforce, and continue educating our people on why D&I is so important and how they can personally take leadership in this area. In parallel to that, we are refreshing our values and behaviours, developing stronger leadership practices, and deliberately developing the culture we need to nurture to be successful and of course, focusing on this with a Diversity and Inclusion lens and expectations is a key part of that work."

One NZ

“...Fostering A Culture Where Everyone Has The Freedom To Be Themselves.”

Jason Paris, CE

“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.”

Ports of Auckland

“We Are Committed To Creating Careers Not Just Jobs By Giving People A Range Of Opportunities To Grow And Develop.”

Roger Gray, CE

“I am delighted with the progress we’re making to be more inclusive as we continue to build a workplace where our people can thrive. We’ve launched our Taura Herenga Waka (Māori Outcomes Framework), we have a stronger focus on empowering women, and we have been celebrating our diversity in many ways at the Port. We are committed to creating careers not just jobs by giving people a range of opportunities to grow and develop.”

Powerco

“...We Do Our Best When We Bring Our Whole Selves To Work.”

James Kilty, CEO

“Connecting communities is at the heart of what we do, and it’s what brings our people together. Our Powerco whanau 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.”

PwC New Zealand

“We Embrace The Diversity That Our People Bring To PwC And Are Committed To Helping Our People Think, Act And Lead Inclusively.”

Mark Averill, CE

"We have made progress on a number of initiatives and our adoption of the 40:40:20 principle has held us to account. We now have a 50/50 gender split across our team of over 2,100 people, and out of our 39 new partners in the last year, 19 of them are women. We have also increased our transparency around gender and ethnicity pay gaps, using this data to drive sustainable change, and since introducing our new gender-neutral Parental Leave Policy two years ago, uptake has been significant and evenly split between genders.

We are continuing our journey to embrace and embed te ao Māori across PwC, through a variety of initiatives including our Te Māramatanga and Te Ohonga cultural competency programmes. I'm pleased to see an increase in the use of te reo and tikanga Māori in our daily ways of working with each other, which supports our continued focus on attracting and supporting our Māori and Pacific staff."

Russell McVeagh

"...Supports And Enables All Of Our People To Thrive."

Jo Avenell, CE

"Russell McVeagh is committed to providing an environment that supports and enables all of our people to thrive. Last year we significantly refreshed our Diversity & Inclusion Strategy with our goals focused around three areas: gender, ethnicity, and inclusion. We continue our mahi taking tangible actions to support us 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."

Saatchi & Saatchi New Zealand (Publicis Groupe)

"...Diversity And Equality Are Absolutely Fundamental To Our Success As A Business."

Mark Cochrane, CE

"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."

Sky Network Television Limited

"...Creating A Safe And Inclusive Environment."

Sophie Moloney, CE

"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."

SkyCity Entertainment Group

"Our Areas Of Focus Over The Next 12 Months Are To Increase Female And Ethnicity Representation In Leadership Roles And To Close The Gap With Pay Inequality."

Michael Ahearne, CE

"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 will see SkyCity extend its 40:40:20 target into increasing both female and ethnicity representation in leadership roles whilst maintaining a gender balance across all levels of management. This is being progressed through initiatives which support the development of our female and culturally diverse talent pipelines and by ensuring the candidate mix reflects our communities when recruiting for all executive roles. We continue to review gender and ethnicity pay equality, especially as it relates to Māori and Pasifika, and deliver organisation-wide programmes that remove the risk of bias or inequality so we can create a workplace where all gender and cultural groups can grow and thrive with us."

Spark New Zealand

"Ko Te Whāinga Kia Hāpai Te Ahurea Ahurei O Aotearoa Whānui Ki Te Ao, Kia Ngita – We Are Determined To Uplift Our Unique Culture Of Wider Aotearoa New Zealand To The World And Secure It."

Jolie Hodson, CE

"Diversity, equity and inclusion is at the core of how we operate and we are dedicated to creating a Spark that is truly reflective of Aotearoa.

Our commitment to authentically weaving the "huka huka" (threads) of meaningful diversity, equity and inclusion into our people experiences is demonstrated through our Blue Heart movement, gender and ethnicity equity ambitions and culture mahi.

To date our progress has seen us exceed our 40:40:20 gender ambitions at the Board, Leadership Squad, and senior leadership levels, and reduce our median gender pay gap by 6% to 22%. Additionally we have moved our ethnicity data from 19% to 65% of our people, remaining on track to achieve 80% ethnicity insights, which enables us to build momentum in attracting, promoting and unlocking diverse talent.

As we look ahead to 2026 we continue to make strong progress using data, insight, and co-creation practices to curate leading inclusive people experiences and engagement. This includes our commitment to our people's wellbeing through our Mahi Tahi programme and accessibility initiatives through our ways of working practices. However, our boldest ambition is to uplift our Māori and Pasifika representation by 5 percentage points alongside focussed initiatives for clear pathways and progression. This kaupapa will be guided by our Māori strategy, Te Korowai Tupu, and meaningful approaches to partnering, up-skilling and building future talent of Aotearoa."

Te Tai Ōhanga | The Treasury

"...Leveraging The Diverse Skillsets And Experiences Of All Our People."

Caralee McLeish, CE

"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."

Toyota New Zealand

"...Creating An Environment Where All Our Staff Can Be The Best Version Of Themselves."

Neeraj Lala, CE

"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."

Transpower New Zealand

"...We Are Committed To Increasing Female Representation."

Alison Andrew, CE

"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."

VISTA Group

"Our People Are At The Heart Of Our Ongoing Success..."

Stuart Dickinson, Group CE

"Our people are at the heart of our ongoing success, and we take care to ensure they engage meaningfully with their work, connect with our purpose, and have opportunities for growth and development. We have placed a high priority on being an inclusive workplace that is reflective of our clients and communities. We are making progress towards achieving our gender diversity target of 40:40:20 across all roles and programmes, with women making up 40% of all new hires in 2022 and 37% of the Senior Leadership Team.

We are pleased to have completed a comprehensive Gender Pay Gap analysis, and this has been reviewed to assess root causes as well as actions and initiatives to lower the gap of 10.1%. We are also continuing to build on partnerships with organisations to assist us in increasing cultural awareness and increase access to technology careers for Māori and Pasifika people. Importantly, we have maintained an inclusive culture and work environment with a focus on ensuring women, ethnic minorities and those who identify as LGBTQ+ feel supported, safe, and able to bring their whole self to work.”

VideoTaxi

“Innovation Is Fuelled By The Ability To Think Differently, And Creativity Thrives When There Is A Diversity Of Perspectives.”

Isobell Kerr-Newell, CE

“As a creative business, we view diversity, equity, and inclusion as mission critical. Innovation is fuelled by the ability to think differently, and creativity thrives when there is a diversity of perspectives around the table. The best ideas can flourish when everyone feels valued, seen and heard.

We firmly believe that embracing DE&I is a powerful force for the momentum of our business and Aotearoa as a whole. Ours is a journey of conscious and continuous improvement, but we are 100% committed. Being part of Champions is certainly going to help accelerate and support our work in a way we wouldn’t be able to achieve on our own. We are grateful to be part of this powerful community of changemakers.”

Westpac New Zealand

“...Dedicated To Driving Progress Both Within Our Organisation And Beyond, To Create Better Futures Together.”

Catherine McGrath, CE

“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.”