

5 July 2019

Jody O'Callaghan  
Senior Journalist  
Fairfax  
By email: [jody.ocallaghan@fairfaxmedia.co.nz](mailto:jody.ocallaghan@fairfaxmedia.co.nz)

Dear Jody,

## **REQUEST UNDER THE OFFICIAL INFORMATION ACT 1982**

Thank you for your request to the Guardians of New Zealand Superannuation ("the **Guardians**", the manager of the New Zealand Superannuation Fund ("the **Fund**") dated 18 June 2019, under the Official Information Act 1982 ("**OIA**").

### **Your Request**

You have requested information from the Guardians on workplace diversity in the workplace.

As we have explained to you, for cyber-security reasons our systems do not permit the use of Google Docs. We have therefore provided answers to your questions below.

In respect of the questions on ethnic diversity, please note that some staff may identify as belonging to more than one ethnicity. The figures provided are as at 30 June 2019.

### **Our Response**

#### **What is the name of your organisation?**

Guardians of New Zealand Superannuation

#### **How many staff do you employ?**

141

#### **Do you measure the gender make-up of your staff?**

Yes

#### **What percentage of your staff are female?**

39.0%

#### **What percentage of your senior management are female?**

33.3%. (Senior management includes the Leadership Team and Heads of Department).

#### **Do you measure the ethnic make-up of your staff?**

Yes

#### **What percentage of your staff are NZ European?**

59.5%

#### **What percentage of your staff are Māori?**

2.7%

#### **What percentage of your staff are Pacific Islanders?**

3.4%

**What percentage of your staff identify as Asian?**

23.6%

**What percentage of your staff are Middle Eastern/Latin American/African?**

0.7%

**What percentage of your staff are of another ethnicity?**

9.5%

**What percentage of your senior management staff are NZ European/pākehā?**

83.3%

**What percentage of your senior management staff are Māori?**

4.2%

**What percentage of your senior management staff are Pacific Islanders?**

0.0%

**What percentage of your senior management staff identify as Asian?**

4.2%

**What percentage of your senior management staff are Middle Eastern/Latin American/African?**

0.0%

**What percentage of your senior management staff are of another ethnicity?**

8.3%

**Are there any plans in place to encourage diversity in staffing and the daily operation of the Ministry/department?**

Yes

**What is being done to encourage diversity?**

The Guardians has a made a strong organisational commitment to encouraging diversity and to ensuring its workplace is an inclusive one.

In 2015/16 we introduced a Diversity and Inclusiveness Policy, which is available on our website at: <https://nzsuperfund.nz/publications/policies>.

The objective of the Policy is to ensure that we have a workforce profile that delivers a competitive advantage by leveraging diversity of thought, supporting our ability to make the best investment decisions. It also seeks to foster an inclusive workplace environment where every individual is engaged and able to add value regardless of gender, cultural identity, sexual orientation or age.

The Policy requires the Guardians to maintain a diversity and inclusiveness strategic plan. This strategic plan includes clear and measurable objectives and is reviewed annually.

As part of our commitment to diversity and inclusion, we aim to support staff in balancing their work and personal lives. Our flexible work practices provide a process by which any employee may apply for a variation in their work arrangements, whether it be flexi-place, flexi-time, part-time hours, condensed work weeks or a job-share arrangement.

Other steps to encourage diversity and inclusion that we have introduced since 2015/16 include a comprehensive review of Guardians' leave and benefits. This review has resulted in the Guardians now offering employees, among other benefits:

- Paid parental leave for primary carers of 26 weeks;
- Paid parental leave for partners of 2 weeks;
- Sick leave extended to include elder care, and sick leave accrual to 13 weeks;

- Purchased employment leave (up to an additional 2 weeks of leave per annum);
- Cultural leave; and
- School term contracts.

Further information about how we are encouraging diversity is contained in our answers to the following questions.

### **Is there any diversity training offered to staff?**

Yes

### **Describe any diversity training offered?**

#### *Bias and the Brain Training – All Staff*

- In 2016 we partnered with the NeuroLeadership Institute and ran “Bias and the Brain” workshops to build awareness amongst staff of the impact of unconscious bias on decision-making across the organisation. A refresher was provided to all staff to revisit key concepts and insights in May 2019.

#### *Include Training (All People Managers)*

- In June 2019 we partnered with the NeuroLeadership Institute to run an initiative designed to significantly improve inclusion in teams and systems at the Guardians; INCLUDE: The Neuroscience of Smarter Teams.
- This interactive session begins with the business case for inclusion and the latest research and industry trends from an evidence and neuroscience-based perspective. Staff are introduced to three key inclusive habits and a suite of tools that support them to role-model inclusive behaviours. The session closes with the opportunity to create a personal action plan to move forward.

### **How is diversity considered within your employment process? (e.g blind CVs)**

#### Job Advertising

- We work with recruitment agencies to ensure that job postings are shared in a broad range of forums. We support with funding for this advertising if required.
- We ensure that job ads clearly list our essential vs desirable criteria for any given role to encourage a wide demographic of applicants.

#### Shortlisting

- We challenge recruitment agencies
  - We proactively encourage agencies to provide diverse candidates and challenge agencies directly when this obligation is not met. For example, we don't consider the shortlist phase complete until at least 1/3 of candidates are women.
- HR partners with hiring managers across the full recruitment process and proactively encourages hiring managers to bring diverse candidates through all stages.

#### Selection Process

- We have brought psychometric testing forward in the recruitment process (between first and second interview) to help add further objectivity and encourage hiring on potential rather than pure readiness.
- Standardised interview guides for interviews are used to drive objectivity and reduce bias.

#### Manager Training

- All hiring managers have received bias and inclusion training.

#### Data and Evidence

- We have started to capture diversity and inclusion metrics through the recruitment process.

### **Have you had to manage issues/complaints of racism in the workplace?**

Yes

### **How many racism issues/complaints have you had in the last five years?**

One

**If issues/complaints of racism occurred, what happened?**

The allegation was investigated by an independent external investigator. No evidence was found to support the allegation and it was dismissed.

Please note that we may choose to publish our response to your request on our website at [www.nzsuperfund.co.nz](http://www.nzsuperfund.co.nz).

Yours sincerely

A handwritten signature in black ink that reads "mikaustin". The signature is written in a cursive, lowercase style.

Mika Austin  
**General Manager Human Resources**