

'19

Integrated Annual Report 2018 / 2019



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Material Matters – what we need in NZ → Our Vision → Our Purpose



Diverse representation in workplace leadership, with balanced representation of men and women

Inclusive environments, driven by leaders committed to supporting sustained diversity

Women developed and inspired to be future leaders



The best country to live, work and play in — a prosperous nation underpinned by diverse leadership.



To encourage diversity in leadership in Aotearoa NZ primarily through promoting, encouraging and facilitating the development of NZ women.



Inputs → What we do → Outputs → Outcomes

Our People

The experience, skills and passion of our people drive us forward.

Our Network of Relationships

The relationships between our stakeholders and their ability to influence their communities for collective impact.

Our Collective Knowledge

Our institutional knowledge, our brand and our resources allow us to play a unique role in driving diverse representation in leadership.

Our Financial Resources

Our long term partners give us the surety and continuity to plan into the future.

Individual Leadership for Collective Impact



Our Strategic Response:

Collaborative Learning
Collaborative learning is an effective method to address diversity in leadership, women's representation, and to encourage inclusive practices.

Activating and Mobilising People
Our partners and our members are our voices and Champions of our cause.

Leadership Development
Our leadership development programmes educate and inspire women to be future leaders supported by a network of peers.

Thought Leadership
Providing frameworks, factsheets, reviews, local and global perspectives, research and insights, media leadership and commentary

Supported and underpinned by
As a not-for-profit we are supported by strong executive leadership and good governance as defined in our Trust Deed.

Strong Governance

The following key outputs reflect the state of our network and programmes for the 2019 financial year:

- 100,000+ employees integrating diversity
- 6000+ social media followers who share, engage and help us stay informed
- Events attended by over a thousand people
- 3000+ unique visitors accessed the flexibility toolkit
- 86% Net Promoter Score from partners
- \$220K scholarships awarded
- 4 regional centres for Activate Leaders Programme
- 1 new website for shared insight and improved connectivity
- \$2.9M Revenue

Our outcomes relate directly to our value creation model of individual leadership for collective impact. These are our aspirations:

- Members and Partners achieve balanced gender representation of 40:40:20 at all management levels within their organisations
- 1. A committed 80,000 responses to voluntary gender representation reporting
- 2. More than 60,000 responses to voluntary ethnicity reporting
- Members and Partners are widely recognised advocates for diversity in leadership
- 3. All Champion organisations either have a formal strategy, policy and procedures on flexible working arrangements, or are in the process of developing these
- 4. Global Women members were highly visible commentators and role models of diversity
- Leadership development alumnae expanded their roles and are appointed to leadership positions
- 5. 30 leaders graduated from BTL in 2018 with over 90% recommending it to their peers,
- 6. 40% of 2017 cohort were promoted within 12 months

Welcome to our report

Integrated Reporting (IR) evaluates the effects of an organisation's activities to create value across a range of resources and assets known as capitals. It also takes account of the views and impacts of a range of key stakeholders.

We are at the beginning of our IR journey. We have identified our material issues through internal consultations and discussions, and have created a visual representation of our value creation model as we understand it today.

In years to come, by integrating IR methodologies and classifications, we will be able to better explain our work and the impact we are making.

Our Vision

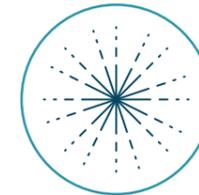
That New Zealand be the best country to live, work and play in — a prosperous nation underpinned by diverse leadership.

Our Purpose

To encourage diversity in leadership in Aotearoa New Zealand, primarily through promoting, encouraging and facilitating the development of New Zealand women.

Acknowledgements

This report is a joint effort of a number of Global Women staff and consultants. Notably, Catherine Bright of Wright Communications, who drafted this report. We received invaluable pro bono insights and guidance on our journey towards Integrated Reporting. Annabel Cotton, Global Women Board Member, also contributed her expertise to the project. We thank Emma Rogan and Meghan Jackson for their beautiful design work and Annabel Coxon for project management. We also thank Joanna Doolan for her generous help and support in the build of this Annual Report. Jo steps down from the Global Women Board in March 2019 after four years of exceptional contribution to Global Women's governance.



Global Women exists to encourage diversity in leadership in Aotearoa, primarily through promoting, encouraging and facilitating the development of New Zealand women.

We know that organisations that are led by people of different genders, cultures, ages and economic backgrounds—where employees feel included and valued—are more successful than those that do not have diverse leadership.

If every organisation in New Zealand—commercial, government and not-for-profit—championed diversity in leadership, they would be more successful and consequently make Aotearoa more prosperous.

We support individual leadership for collective impact, through our Members, Partners, Champions for Change, and throughout our spheres of influence.

Together, we are many voices championing shared aims and values, all of us committed to a better Aotearoa New Zealand.



A LETTER FROM Our Chair

Kia ora koutou.

Just over 10 years ago, a group of influential New Zealand women came together with simple goals: to support each other, and to encourage and support other women into New Zealand leadership roles.

Those women included Rt Hon Dame Patsy Reddy, Dame Jenny Shipley and Mai Chen, who described how being a woman in a leadership position at that time could often be a lonely place. Even with encouragement from male and female mentors, it wasn't easy; often, there was only one woman at the decision-making table.

Our organisation grew because it fulfilled a need. From an initial group of 90 Members, we now number more than 330, representing influential New Zealand women from a greater geographical spread and more diverse industry sectors than ever before, including public, private and not for profit organisations and a significant group of successful entrepreneurs.

As a group, we have become a powerful voice with a visible and effective communications and media strategy. And, we have recognised our potential as a collective: as diverse influential individuals, together we can drive change in New Zealand for New Zealand.

Our strength is in our ability to influence for impact.

Our strategy today is simple: engage New Zealand leaders to advocate for diversity and inclusion and assist with the development of New Zealand's future women leaders.

We are nurturing the next generation of female talent through our leadership training programmes. Our Activate Leaders Programme, revamped in 2018, now has over 250 graduates, and our Breakthrough Leaders' alumnae number more than 210. These women are the future leaders of New Zealand, and they will lead with purpose.

Global Women continues to provide best practice thought leadership, data, research, and toolkits to enable change to happen and to support leaders to drive for enhanced diversity and inclusion in workplaces.

Our updated Membership collateral emphasises the role of a Member in fulfilling her contribution to our charitable purpose, and her ability to do so in her own authentic way—individually, or by working together in impact groups with a common purpose.

Taking stock

2018 was the year when New Zealand celebrated 125 years of women's suffrage. This anniversary gave us a chance to reflect on how far we have come and to frankly look at the pace of change. Global Women led discussion in the media and we continue to push ourselves and other business leaders, because in many ways we remain frustrated at the slowness of progress.

At the same time, we recognise that there has been a fundamental change in how we prioritise diversity and inclusion, especially in our large government and commercial organisations. We are now moving from the why of gender equality, diversity and inclusion, to the how.

That is a massive paradigm shift and one that Global Women has played a pivotal part in progressing.

Workplace issues like bullying and harassment, provided a platform in 2018 for further discussion and debate on workplace culture, which is critical to addressing equality and diversity and inclusion in New Zealand.

In terms of gender balance, we have begun to measure our progress beyond the New Zealand Stock Exchange (NZX) Gender Diversity Statistics report, which measures board and executive team gender make-up. Champions for Change published the first of their group diversity reports in 2018, which now stands as New Zealand's largest survey on gender representation at all leadership tiers throughout participating workplaces.

In 2018, 29 of 44 Champion organisations reported on gender, representing more than 80,000 employees (*see table on page 10*). By the close of 2019, we aim to have all 44 Champion organisations reporting on gender, representing more than 100,000 employees. We are also working to collect ethnicity data, and while this is proving more challenging, the Champion group is committed to gaining a clearer picture on both gender and ethnicity representation to more actively target both individual and collective efforts in addressing gaps in the talent pipeline.

We have also borne witness to the integration of Māori values in many New Zealand institutions. From opening pepeha to concluding waiata, we are increasingly recognising and valuing the rightful place of Māori in our bicultural heritage. Global Women is committed to

meaningful action that enables our leaders and future leaders to understand, respect and integrate Māori values into their leadership narratives.

On leadership

Global Women has always brought together people with strong opinions, drive and ambition. And, it has always been a place of acceptance, support and aroha. These qualities were epitomised by our outgoing CEO Miranda Burdon, who departed in early 2019 leaving a legacy of positive change that has seen Global Women take a further step forward in its evolution as a national changemaker. Thank you, Miranda, for your incredible energy, your friendship, your deep care for the people at Global Women, and your leadership in pursuing our shared goals. We welcomed Siobhan McKenna as our incoming CEO and with a background in media, consulting and strategy, Siobhan will contribute significantly to the next phase of Global Women's evolution.

As Chair of Global Women, I also want to thank my Board and Committee colleagues for their participation, support and for their leadership. Towards the end of the year, both Jo Doolan and Tania Simpson announced their resignations from the Board. Through strong succession planning, the Board announced the appointments of Agnes Naera and Traci Houpapa. Jo Avenell and myself retire from the Board in May and I want to thank Jo, Tania and Jo for their significant contributions and also wish Anna Stove well as Incoming Chair of Global Women. I also want to acknowledge and thank our Champions for Change co-chairs, Westpac NZ CEO David McLean and PWC Chair, Michelle Embling.



Joanna Doolan and Vanessa Stoddart, Global Women Board Members

FEMALE REPRESENTATION BY WORK CATEGORY FOR CHAMPIONS FOR CHANGE GROUP							
	Board	KMP (Key Management Personnel)	Other execs/ GM	Senior management	Other managers	Non-managers	Workplace participation
NZ Champions for Change	35.4%	33.0%	30.5%	39.9%	45.1%	51%	49.1%
INTERNATIONAL COMPARISONS							
NZX	26.5%	22.7%	~	~	~	~	~
NZ State Sector	45.3%	~	~	~	~	~	~
WGEA	24.9%	29.7%	30.4%	34.9%	41.9%	51.3%	50.0%
FTSE 100	27.7%	19.3%	26.1%	~	~	~	~
WIW	~	20-21%	29.0%	33.0%	37%	47.0%	~

When I took over in 2017, I set a number of goals with the Board including:

- Ensuring all stakeholders understood Global Women’s charitable purpose.
- Working collaboratively with other organisations advocating for diversity and inclusion in New Zealand for greater impact.
- Learning from others, particularly our international colleagues.
- Driving for a broader membership of influence and impact across New Zealand, representing a wider range of sectors and industries and ensuring our diverse members felt welcome and able to contribute.
- Developing a much stronger voice in the marketplace through all media channels and addressing the Global Women brand.
- Lifting the expectations on leaders in New Zealand businesses, particularly Champions, to address diversity and inclusion.
- Continuing to develop the pipeline of female leaders with updated Activate and Breakthrough Leader Programmes.
- Continuing to expand the research, materials and toolkits available to address diversity topics.
- Ensuring Global Women operated to best practice standards and was well governed with good succession planning.

Progress has been made, but there is still much more to be done. It is my hope that the efforts of the last few years will translate into enhanced diversity in our workplaces with more women holding senior positions in all sectors

of our economy. To date, the efforts have not translated sufficiently into results - even with the strong female role models that exist in New Zealand. That may be recognition of the continued need to address our workplace cultures and inclusive work practices as much as diversity itself.

In FY20, our work is more important than ever. The recent events in Christchurch remind us that appreciating diversity and encouraging inclusive practices are vital to New Zealand’s peacefulness and prosperity. Our potential as a nation rests on these two pillars.

Maybe the tragic events of 2019 will be a further catalyst for the change that is needed. I have no doubt that Global Women and Champions for Change will continue to play an essential role.

It is my hope that when we celebrate our 20th anniversary in 2029 our statistics will tell a different story about diversity and inclusion in New Zealand, especially for women.

It has been my pleasure to lead Global Women and I look forward to continuing to contribute to this wonderful organisation.

Ngā mihi,

Vanessa Stoddart
Chair



A LETTER FROM Our CEO

Kia ora koutou.

This year we celebrated 10 years of Global Women. As the incoming CEO, I recognise the hard work, enthusiasm and dedication of our founders, our previous chief executives, Board and of our Global Women staff team.

This year, for the first time, we are reporting in a different way to highlight what it is that Global Women does and our strategies to achieve our appropriately ambitious vision: to impact upon Aotearoa's overall prosperity and ensure it is the best place in the world to live, work and play. By adopting elements of the Integrated Reporting (IR) Framework for this report, we believe we are better able to appropriately illustrate our strategies for positive change and track our progress against our desired outcomes.

A year of reflection and progress

The period of our Financial Year 2019 - April 1, 2018 - March 31, 2019 (FY19) saw us produce tangible evidence of the strength of our large network.

Global Women and Champions for Change reported the first year of results from the Diversity Reporting Framework, New Zealand's first and largest analysis of gender across all management levels to enable us to identify how to support all employees to pursue opportunities for leadership.

Our Global Women Membership topped 300 for the first time in FY19 (333 at time of writing). While every Member has her own particular style and area of influence, together, as a collective, we are an increasingly powerful

voice. Global Women Members speak on panels, at seminars, in the media and at events—and they lead change within their own organisations. In addition, the Global Women network and our yearly Members' hui offer support, practical advice and encouragement. This year, we enjoyed thoughtful, inspiring and challenging presentations from Rt Hon Dame Patsy Reddy, Marilyn Waring, and Gráinne Moss.

Our Champions for Change group, 55 CEOs and Chairs of some of New Zealand's largest organisations, also speak out regularly in public forums and through the media. We collaborated on a research project with Global Women and Deloitte, measuring 'How Inclusive Do New Zealand Workplaces Feel?' The results of this research were launched in August, and we are now working on a series of materials to support some of the organisational gaps and challenge areas identified in this research.

In FY19, we also launched the new Champions for Change website, and continued to evolve and leverage the Flexibility Toolkit, with further Champion organisations implementing flexibility policies and a selection announcing 'all roles flex'.

Champions also individually committed to the Panel Pledge, which means when they are asked to speak on a panel, they will actively inquire and push for diversity to ensure a range of views are represented and expressed. At a personal leadership level, each of the Champions also committed to completing their individual Leadership Shadow, a self-reflection tool designed to help leaders focus on the actions found most likely to support progress on inclusion and diversity. The Leadership Shadow

explores what individual Champions say, how they act, what they prioritise, and how they measure, to determine whether the imprint of their words and actions is as clear and powerful as they want it to be. In January, Global Women met with the Minister for Women Hon. Julie Anne Genter to discuss about building relationships between public and private sector. This relationship is continuing to evolve with further meetings planned.

Our International Women's Day events brought together women and men throughout the country to be inspired by the stories of incredible Kiwi leaders. We included women of a variety of ages, ethnicities and professions and made 'pay it forward' tickets available free of charge for those who wouldn't otherwise be able to attend. Leadership is not a linear path, and you can't be what you can't see.

The year was also an important one for New Zealand. On 19th September 2018 we celebrated 125 years of women being able to vote in New Zealand. Global Women partnered with NZME in a series of hard-hitting articles that examined how far we have come, and how far we still have to go.

This was one example of how we leveraged the media in the last 12 months. We also partnered with Stuff to promote our research on inclusion, and Miranda Burdon, our outgoing CEO, spoke regularly on topics relevant to Global Women, and sat on the judging panel for the NEXT Woman of the Year awards.

Our 2018 graduates of Activate and Breakthrough

Leaders will, we know, contribute not only to the pipeline of leaders ready to take the next step up, but also encourage and support other women to do the same. We look forward to following their career progress.

Through the Global Women Mana Wāhine series we heard from accomplished women to understand how their Māori culture plays an important role in their leadership styles and their vision of success.

Financially, Global Women is in a strong position due to the ongoing support of our Partners, Members and foundations that provide long-term financial stability for our operations.

As the incoming CEO for Global Women, I'll be working with the Board to ensure our current operations are directly aligned with our strategic and cultural objectives, and that we support and challenge Members, Partners and ourselves, to further strengthen the impact we know we can make individually and together.

Global Women has, and continues to be, a visionary, collaborative and courageous organisation. I'm delighted to be here and look forward to meeting and getting to know you.

Ngā mihi,

Siobhan McKenna
Chief Executive Officer

HIGHLIGHTS FY19

April 2018

- 36 new Global Women Members welcomed on board



July 2018

- Celebration of BNZ stepping up to a major partnership
- Diversity & Inclusion Meet Up on Parenting, 'Whanau and Work', at BNZ



September 2018

- 11 new Global Women members welcomed on board
- Media partnership (unpaid) with NZME looking at how far New Zealand has come in 125 years, resulting in widely-read print and online articles featuring Global Women Partners and Members



December 2018

- 30 women graduate from the Breakthrough Leaders Programme



January 2019

- New Global Women website launched
- CEO Miranda Burdon featured in multiple media outlets commenting on NZX Diversity report data
- CEO Miranda Burdon and Champions for Change Programme Manager Aleisha Coote meet with the Minister for Women Hon. Julie Anne Genter to continue conversations on building relationships between public and private sector

February 2019

- Chinese New Year celebration events in Auckland and Wellington
- Breakfast event hosting Maya Soetoro-Ng who discussed the changing representation of women & minorities in leadership
- Breakthrough Leaders Programme Whiria te Tangara – Inaugural
- LGBTI event at PwC in association with Global Women Annual Alumnae event



March 2019

- A warm welcome to Siobhan McKenna, Global Women's new CEO
- 33 new Global Women members welcomed on board
- New Global Women Member hub launched
- International Women's Day events hosted by Global Women held in Auckland, Wellington and Christchurch on the theme of #BalanceforBetter;
- PwC Chair Mark Averill profiled in Stuff on 40:40:20 principle
- 'How unconscious is your bias?' media campaign goes live, resulting in record numbers of social media interactions for both Global Women and Champions for Change
- Champions for Change Summit, continuing discussions on Māori leaders and relationships, with a panel session featuring the Founder, Indigenous Growth, Michael Moka, and CEO of SKYCITY, Graeme Stephens, exploring leadership through a cultural lens
- Global Women Breakthrough Leaders Programme 2019 – launch event

May 2018

- Members' Hui 2018 in Napier, including discussion on quotas which received significant support from the room to continue to raise
- Activate Leaders Programme 2018 launches, with record numbers of participants and including New Plymouth for the first time
- Mana Wāhine series begins, promoting and encouraging Māori women leaders

June 2018

- Champions for Change Summit explores global reporting trends and what's ahead for the future of diversity and inclusion. Dame Jenny Shipley steps down as inaugural Co-Chair, and welcomes Michele Embling, Chair PwC to the Co-Chair role alongside David Mclean, CEO Westpac
- Mana Wāhine event held at Fonterra

August 2018

- Launch of research about 'How inclusive do New Zealand workplaces feel,' in association with Deloitte.
- Media partnership (unpaid) with Stuff resulting in widely-read [print and online articles](#) featuring Global Women partners and Champions for Change
- Collaborative event with Nanogirl, Dr. Michelle Dickinson, promoting women in science
- New Champions for Change website goes live
- Mana Wāhine event held at MinterEllisonRuddWatts in Wellington

October 2018

- Champions for Change Summit, celebrating the launch of the inaugural Diversity Report, New Zealand's largest survey of gender representation across all management tiers; received media coverage in multiple outlets including the NBR, NZ Herald and Stuff
- Champions for Change explores working relationships with Māori leaders and iwi groups
- Champions for Change panel session with Acting Minister for Women Hon Eugenie Sage (public sector view) and Champion and CEO Genesis Marc England (private sector view)
- Leadership Shadow launched
- Panel Pledge launched
- Global Women co-hosts a discussion in Parliament celebrating 125 Years of Suffrage on the theme of quotas or diversity mandates to achieve gender equality on boards in collaboration with the Human Rights Commission and the Commonwealth Women Parliamentarians
- 135 women graduate from Activate Leaders Programme, across Auckland, Wellington, Christchurch and New Plymouth

Our Charitable Purpose

To increase diversity in leadership in New Zealand by promoting, encouraging and facilitating the development of New Zealand women.

Sustainable Development Goals What Matters Most

Gender Equality: Global Women works to achieve the United Nations Sustainable Development Goal (SDG) 5, Gender Equality and SDG 10, Reducing Inequalities, through our value creation model, programmes and intended outcomes.

Material issues frame why we exist as an organisation—what issues we are here to address. For our Integrated Report process, we have considered what Global Women’s material issues and opportunities are, primarily internally, but also testing these externally with IR reporting experts.

We have distilled these material matters down to three overarching issues:

Material Issues



Diverse representation in workplace leadership, with balanced representation of men and women

Despite New Zealand being a bicultural, multi-ethnic society of talented men and women of all ages, our diversity is not currently represented in our organisational leadership. This hinders our ability as a nation to be prosperous, innovative and risk aware.

Women, as 50% of the population, bring different perspectives than men to the decision-making table. Women are underrepresented on the NZX (22.5% of directors) and as seen in the Diversity Report by Champions for Change, 2018, and while substantial progress has been made in the public sector, our commercial progress lags far behind other developed countries.

The gender pay gap stubbornly persists and is significantly worse for women in senior positions.



Inclusive environments, driven by leaders committed to supporting sustained diversity

Appointing diverse leaders must be in tandem with a dedication to inclusivity—meaning those from different backgrounds and of different genders feel that their opinions and views are respected and valued.

At present in New Zealand, even companies that have diversity policies struggle to ensure employees can bring their ‘whole selves’ to work. As outlined in Global Women’s 2018 research, millennial males, and women earning between \$70,000 and \$100,000 felt least included at work in New Zealand.

Diversity doesn’t function without inclusion, and so is integral to New Zealand’s peace and prosperity.



Women developed and inspired to be future leaders

Leadership roles are typically available to those who rise through the ranks, or who make their own paths. In either circumstance, developing leadership capabilities is essential to ensuring there is a pipeline of confident, capable talent.

Women typically make up equal or greater numbers of non-managers and entry level roles, and are represented at increasingly smaller numbers at higher levels of the management hierarchy. This is evident not only in board and executive levels diversity statistics, but also reflected in the 2018 Champions for Change Diversity Reporting Data that analysed gender representation of 80,000 company employees at all levels of the management ladder.

Ensuring there is a pipeline of future leaders is essential to maintaining diverse and inclusive leadership in the long-term.

Our vision for the future

Global Women Matariki Celebration



We will know we have overcome our core issues and achieved our goals when we see the following outcomes across New Zealand:

- Organisations, from large companies to public sector organisations, are prospering.
- Leadership at every management level is diverse and reflective of New Zealand's multi-ethnic population, with systems in place to ensure a strong talent pipeline
- All voices are valued for their ability to bring new perspectives and people will feel comfortable being themselves at work - note, in terms of success measures there is a generally accepted standard for gender participation of 40:40:20* whereby at any moment in time, the decision-making table is made up of at least 40 percent of men and 40 percent women
- Women seek leadership positions and know that the previous barriers to entry are eliminated. Men and women recognise the value each brings and celebrate differences as well as similarities
- New Zealand is once again a world leader in diversity, including gender and ethnic representation, and we live up to our history and reputation for fairness and opportunity for all.
- The gender pay gap does not exist.
- Young people can see people like themselves in leadership positions.

*As used by reporting partner McKinsey & Co and our Australian peers - Male Champions for Change

Our strategic responses

To achieve our goals, our strategy is centred around three core areas of priority. The following section details what these are and their purpose, describes our key programmes, and provides highlights of our achievements.

1 Collaborative Learning

We believe collaborative learning is an effective and efficient method to address diversity in leadership, women's representation, and to encourage inclusive practices.

Examples include Champions for Change, a group of 55 New Zealand CEO's and Chairs from across the public and private sector who meet regularly to test ideas and report results.

We also facilitate D&I Meetups that offer networking, sharing and learning opportunities for Global Women Partners.

Our Members learn from each other, inspire each other and come together annually to discuss current issues and responses.

Our collaborative learning strategies are ably supported by Global Women's internal team.

2 Activating and Mobilising People

We utilise our Member and Partner networks to advocate for women in leadership, to encourage one another, and to influence others about the value of diversity.

Our Partners and our Members are our voices and champions of our cause. Their stories, including their personal struggles and victories, inspire and teach others every day.

We act as a catalyst for our 300+ Members and 55 Champions who hold highly influential positions and speak out at their places of work, within their wider networks and through the media about diversity and inclusion. Our 43 Partners implement policies such as flexible

working, and ongoing feedback and fruitful debate about the efficacy of our strategies.

Thousands of people attend our annual public events, helping us reach beyond our existing networks. We have more than 6,000 followers on LinkedIn alone (with a robust Facebook and Twitter presence, too). Our followers share, engage and help us keep informed as to developments in the area of diversity.

3 Leadership Development

Our leadership development programmes focus on educating and inspiring women to take on leadership roles across New Zealand businesses and communities, and provide a network and platform for existing leaders to progress even further.

The Breakthrough Leaders Programme is aimed at women making the move to executive and C-suite level, elevating the next generation of outstanding women. The Activate Leaders Programme is designed to lift

women from middle management to the next phase of their career.

Our strategy is centred around three core areas of priority. We believe in collaborative learning, in activating and mobilising people and in developing leaders.



Audette Exel



Ranjna Patel

What it means to be a Global Women Member

Members are at the heart of our strategy for change.

The relationship between our Members and their influence beyond their immediate circles are powerful forces for societal transformation.

Our Membership exists to provide a support network for female leaders in New Zealand, and also to advocate for diversity and inclusion. Our Members epitomise our strategy for change: individual leadership for collective impact.

Each Member is a leader in her field, and is also recognised for her ability to influence others beyond her immediate sector or circle. Members speak up and spark change towards shared goals of diversity, inclusion and female leadership.

Global Women Members speak regularly at events and in the media. They make substantial change within their own organisations and beyond to support and promote other women, and develop specific initiatives to increase diversity in leadership.

To become a Member, a nominee must show evidence of her advocacy and impact regarding diversity and female leadership, beyond the requirements of her current role. Only Members can nominate other Members, and new Members are welcomed twice a year after a consideration process.

Our international-based Members contribute to our strategy by sharing best practice and thought leadership as well as mentoring and supporting New Zealand women.

Global Women offers Members support and resources to facilitate positive change. We facilitate opportunities for Members to meet with each other and share insights, ideas and experiences.

A special event is the **Global Women Annual Hui**, where Members from all over New Zealand come together to discuss progress, celebrate achievements, and spend much valued time learning from each others experiences.

Members are at the heart of our strategy for change. The relationship between our Members and their influence beyond their immediate circles are powerful forces for societal transformation.



Agnes Naera

GLOBAL WOMEN MEMBER

Agnes Naera Ngāpuhi

Agnes Naera is the Director, Business, Student & Community Partnerships, at AUT University.

A Global Women Member since 2016, Agnes leans strongly into amplifying the importance of diversity and inclusion and advancing the aspirations of Māori and Pacific people.

Recognised as a mentor and coach of emerging talent, Agnes enlists champions and maximises the collective impact of networks.

She has a wealth of experience drawn from her professional, community and iwi connections.

Agnes often plays the role of diplomatic liaison, enabling divergent opinions and seeking a shared understanding of the importance of a more diverse and inclusive Aotearoa.

Agnes says it is incumbent on us all to chart the wise words of Sir James Henare "*Maha rawa wā tatou mahinga te kore mai tonu, tawhiti rawa to tatou haerenga te kore haere tonu* (We have done too much not to do more, we have come too far to not go further)."



Vanessa Stoddart



Justine Smyth (left) and Jolie Hodson

What it means to be a Champion

Champions for Change as a group is activated and mobilised by Global Women to lead on issues of diversity and inclusion as part of our value creation model.

Champions for Change is a group of 50+ New Zealand CEOs and Chairs from across the public and private sector who are committed to raising the value of diversity and inclusion throughout the wider business community. Convened by Global Women in March 2016, Champions for Change represents more than 100,000 employees in New Zealand. Almost a third of the group are female CEOs and Chairs.

Champions for Change is driven by the belief that diversity is good for business, good for New Zealand and simply the right thing to do. In a rapidly changing world, Champions also believe that bringing different viewpoints to the

boardroom table makes good commercial sense. Each Champion actively advocates for greater inclusion and diversity within their own organisation, within their sectors and within the wider public arena where appropriate. In other words, Champions make driving inclusion and diversity core to their leadership.

Though Champions act individually, the group routinely comes together at least three times a year to share challenges, solutions and achievements. Champions are committed to frank and open discussions about practical ways to increase uptake of programmes and policies that advance diversity.

Current initiatives include speaking out about the benefits of diversity and inclusion for businesses; measuring gender and ethnic representation through the Diversity

Reporting Framework; creating inclusive and flexible workplaces; and, investing in talent pipelines and leadership capability.

Champions for Change is convened and funded by Global Women, and Co-Chaired by two elected Champions—currently David McLean, CEO Westpac, and Michele Embling, Chair PwC.

Global Women performs the role of secretariat for New Zealand's Champions for Change - organising the schedule of meetings, administering reporting and disseminating relevant information to advance the implementation of change. Global Women also works at multiple tiers throughout each Partner organisation, to deliver on the initiatives outlined by the Champions as well as supporting the broader diversity agenda within organisations.

Champions for Change is driven by the belief that diversity is good for business, good for New Zealand and simply the right thing to do. A group of 50+ New Zealand CEOs and Chairs from across the public and private sector.



Rob Campbell

CHAMPION FOR CHANGE

Rob Campbell

Rob Campbell is currently Chair of SKYCITY Entertainment Group, a Global Women Principal Partner, and chair of five other major New Zealand companies.

Rob is one of New Zealand's most respected and high-profile business leaders. In 2017 he was named Deloitte Top 200 Chairperson of the Year and received the New Zealand Shareholders' Association Beacon Award for business leader of the year. He is also a YMCA Equal Pay Ambassador and judge of the Equal Pay Awards.

Rob is vocal in his role as a Champion for Change, speaking frequently in the media, at events and using his extensive social media network—more than 23,000 followers on LinkedIn and counting—to speak out about diversity in leadership and inclusive workplace cultures.

In an interview for M2 magazine in April 2018, Rob gave the following example of how SKYCITY implements its diversity policies:

'If we use SKYCITY as an example, there has been a clear focus and importance placed on diversity and inclusion for some time. We take a broad approach; our activities include anything from assessing current recruitment strategies and offering professional and leadership development, to working with Partners who are delivering successful programmes and getting involved...

Just recently, we committed to Partner with Global Woman as a principal sponsor. We have been very impressed by the impact this organisation is making through its Champions for Change and Breakthrough Leadership initiatives, along with a commitment to driving change through research and advocacy.'

He also said in a recent LinkedIn post that 'The reason for wanting gender diversity in senior management and boards is not that there is some universal skill set which women hold to the exclusion of men. Rather it is that women exhibit an equivalent diversity of skill sets to men and that there is nothing to be gained and much to be lost by not accessing those skills in total rather than in half.'

Our Partners

Global Women's Partners give us the surety and continuity to plan into the future. Our Partner network also enables collaborative learning, leadership development and helps us expand and mobilise for greater societal impact.

Our Partners represent a diversified and influential group of New Zealand businesses that recognise the value of diversity as a catalyst for New Zealand's social and economic success.

From some of the country's largest corporates to our most important public institutions, our Partners employ over 100,000 New Zealanders. Factoring in customers, suppliers, investors, friends and families, our ability to reach and influence New Zealand business to drive change is substantial.

Partnering with Global Women is a demonstrable commitment to increasing diversity and inclusion in the workplace. Global Women works with Partners to create a bespoke plan that may include one or all of the following elements:

- Creating measurement and accountability for gender and ethnic representation in workplaces
- Keeping up to date with diversity and inclusion-related best practices

- Providing opportunities to grow an organisation's network
- Providing access to learning and development programmes to ensure there is a pipeline of talent to fill senior roles
- Developing inclusive workplaces

Global Women's powerful portfolio of Principal Partners includes Fletcher Building, PwC and SKYCITY. Major Partners include Air New Zealand, ANZ, BNZ, Deloitte, EY, Fonterra, Genesis, Heartland Bank, MinterEllisonRuddWatts, Ports of Auckland, Spark and Westpac. Our Partnerships also include 26 organisations at Support level and two at Associate level that consist of publicly-listed companies, government organisations, educational institutions and private companies.

The continued expansion of our Partner network provides a sustainable business model for Global Women and importantly allows us to promote our overall strategy in senior business circles across New Zealand.

PRINCIPAL PARTNERS



MAJOR PARTNERS



SUPPORT PARTNERS



ASSOCIATE PARTNERS



Leadership Development Scholarship Funding



In FY19, the Tindall Foundation continued their scholarship funding to support women from not-for-profit and community sector in the Activate and Breakthrough Leaders Programmes. The funding consisted of \$60,000 for Breakthrough Leaders and \$50,000 for Activate and has enabled 12 women to take part through fully-funded scholarships.

Additionally, we secured TSB Community Trust funding of \$20,000 for our New Plymouth Activate Leaders Programme and we became an approved service provider for the Regional Business Partner Network capability fund.

Global Women itself also invests in scholarships - in 2019 we funded four partial scholarships for Breakthrough Leaders Programme - two Māori and two Pasifika.

For our Activate Leaders Programme we funded three full scholarships and 12 partial scholarships benefitting a total of 19 women.

All scholarships were given to women from not for profit, entrepreneurial start-ups, Iwi and the education sector.

We continue working to identify other means of providing scholarships to further increase the diversity of the participants in our leadership programmes and welcome any support or suggestions from our Members.



Breakthrough Leader Graduates 2017

Developing Female Talent

Our leadership development programmes educate and inspire women to be future leaders supported by a network of peers. The programmes are ably supported by our uniquely proven and experienced faculty team.



The Breakthrough Leaders Programme is designed to equip senior women with a growth mindset, open capability, and strategic intent to engage with the biggest challenges and opportunities around our economic and social prosperity. The Breakthrough Leaders Programme is a self-funded programme that enables long-term planning and improvement.

Participation is for women who have a significant track record in the private or public, not-for-profit or Non Governmental Organisation sector, or in their wider community. The 10-month programme is made up of four immersive and intensive four-day residential courses, complemented by coaching from leading New Zealand business figures. Participants also engage in both commercial and community challenges, the latter in association with well-known not-for-profit organisations.

Glenys Talivai, Breakthrough Leaders Programme 2018 Alumna CEO, Public Trust

To anyone considering the Breakthrough Leaders Programme, I say go for it. The Programme will help reshape and redefine what you have to offer as a leader and open up your mind and eyes to aspects of yourself you didn't know existed before.

The Programme exceeded my expectations, and not in ways I was expecting. There is the learning, the business orientation and the cultural diversity element, and the course also gives you a framework to think innovatively about what you are doing with your life and career.

Then, there's the group of women you are moving through the course with, all exceptional leaders in their own right. It's more than a network – with these women we will be each other's supporters and business colleagues for life.

The course pushes you to look into your leadership traits that might not be obvious without self-examination. You get a lot of feedback and coaching. It forces you to

reflect on what you are about and what you stand for—and then challenges you to put what you have learned into action.

Now I understand why I was not going for the leadership positions I knew I wanted and had the capability for. I realised I was making excuses, and that those weren't real—it was just fear. I now have a lot more confidence and clarity about my leadership purpose. I knew that I had a real talent to help business, and I've really defined what kind of leader I really want to be.

A real highlight was sitting at the graduation dinner and reflecting on how far I had come and how far my colleagues had come, and how much better off we were for it. It was a real sense of accomplishment and motivation for the future.

Glenys Talivai was appointed CEO of Public Trust less than six months after graduating from the Global Women Breakthrough Leaders Programme.

The Breakthrough Leaders Programme is known for catalysing career progression, with many participants being promoted or expanding their roles within months of graduating. The programme attracts participants from Partner organisations and non-Partner organisations in close-to equal numbers.

Only 30 exceptional women are selected for the programme each year — a dynamic group where issues can be discussed freely and individuals can learn from one another.

The programme combines distinctive elements of the New Zealand leadership experience with overseas exposure to give participants a truly global perspective. Participants experience a journey of discovery, learning and deep development alongside an exceptional peer group.

Breakthrough Leaders Programme alumnae become part of one of the most distinguished and powerful networks in the New Zealand leadership sector, continuing to learn from one another well beyond the programme.

The Breakthrough Leaders Programme is known for catalysing career progression, with many participants being promoted or expanding their roles within months of graduating.



Developing Female Talent

To increase diversity in leadership in New Zealand by promoting, encouraging and facilitating the development of New Zealand women.



GLOBAL
WOMEN

ACTIVATE
LEADERS
PROGRAMME

Created by women, for women, Global Women's Activate Leaders Programme is designed to lift participants from middle management to the next phase of their career—driving a mindset shift, inspiring their career trajectory, and helping them move from emerging to game-changing leader.

The four-month programme is run in four separate locations—Wellington, New Plymouth, Christchurch and Auckland—30 participants per cohort per location. Women get the opportunity to learn from leading business, political and social leaders while enhancing their leadership skills and building their career networks.

The benefits for participants:

- Be inspired, challenged and provided with strategies that will last a lifetime
- Create a clear purpose and define the difference you want to make
- Learn from leading business, political and social leaders
- Discover how to negotiate for what you want and desire
- Be more organised and calm while juggling it all

Melissa Semmens, Activate Leaders Programme 2018 Alumna Commercial Market Manager, Fletcher Building Ltd

I signed up for Activate Leaders Programme because I wanted to develop my leadership skills and expand my network.

Before I joined, I was going through a time in my career where I wasn't sure about what my next step would be. Now, I am very clear. I did the course at a really timely point in my career and my life because I was making a tough decision about what to do next. Taking part in Activate Leaders Programme provided clarity for me. I'm now doing some really exciting things and I have more confidence.

Activate Leaders Programme also supported me in developing my leadership skills beyond what I knew I was capable of, far beyond any other leadership courses I have participated in. It's quite intense. It also taught me about the attributes of a good leader and made me a lot more conscious of my leadership style and having confidence as a woman—especially as I work in a male-dominated industry.

The course is also a great networking opportunity. You get to meet women from a variety of industries at mid-to senior levels. Even across industries, we are all facing similar issues, and the support you get is incredible—you would never get that kind of support anywhere else.

Timing-wise, we met four times over the course of the year, which gave us a chance to reflect, experiment with what we had learned, then re-group to learn from each other and take in new information. That reflection part was so beneficial and helpful.

Beside work and finding clarity with my career progression, I was struggling with the balance between working and being a good mum. I had guilt about going back to work. Activate Leaders Programme has helped me be more focused and in the moment when I am at home and present when I am at work. It's been life-changing.



In FY19, we piloted Mentor Me, a Partner benefit for senior women at Global Women Principal and Major Partners. Mentors are Global Women Members, selected for their experience and achievements in the mentoring group's chosen field of interest.

Mentees take part in six 2.5-hour mentoring sessions, spread over eight months. Each mentoring group (of up to 10 people) has one facilitator and one mentor. Each mentoring session is customised to suit the mentees' learning outcomes and leadership challenges. The pilot programme will be reviewed and its future determined upon its completion - i.e. FY20.



Collaborations

At Global Women, we recognise the importance and power of collaborations. We regularly connect and work with other organisations to advance diversity and inclusion. Collaborators include The Institute of Directors; Asian Business Leaders and Super Diverse Women; Diversity Works; TupuToa, an internship programme for Māori and Pasifika students entering the corporate sectors; 'Nanogirl,' supporting women in science; along with a variety of affiliations across arts and iwi groups.

Thought Leadership

Our institutional knowledge and the collective experience of our Members and Partners allow us to create social value by providing best-practice diversity and inclusion materials.

Global Women is a recognised thought leader on diversity topics, particularly related to gender. Our fact sheets, research papers, interviews and articles offer the latest need-to-know facts, figures and insights.

The scope of our network gives us a unique perspective into the challenges being faced across New Zealand businesses. Our network also gives us the ability to engage across sectors, and encourage knowledge-sharing among organisations and leaders.

Our research identifies key hurdles and challenges that women and other underrepresented groups face in the workplace, better enabling New Zealand organisations to break down these barriers.

By providing resources and research we arm our supporters with assets that prove the case for change and give leadership the tools and reasons to make progress. Our core thought leadership materials and activities include the following:

- Articles, interviews and opinion pieces on topics related to our core material issues, published online and distributed through our newsletter, social media networks and through the media
- Toolkits and research papers that provide specific guidance—the ‘how to’ of achieving our goals. These include research and a report about how inclusive New Zealand workplaces are; the Flexibility Toolkit for advancing flexibility at work; the Leadership Shadow

template that allows CEOs and Chairs to self-analyse their effectiveness; and the Diversity Reporting Framework developed by Global Women for accurately assessing gender and ethnicity at every management level

- Proactive and reactive earned media appearances by our CEO and Chair, and facilitation of media interviews with Champions and employees of our Partner organisations
- Campaign collaborations with our Support Partner Saatchi and Saatchi to raise public awareness of diversity issues, which is being entered for a Cannes award.
- Our social media reach extends to more than 6,300 people on LinkedIn, 2,700 on Facebook and 2,440 on Twitter. Our monthly newsletter reaches more than 2,000 readers and our website attracts on average 8,000 unique viewers per month.

- **Unconscious bias campaign:** itsnotthathard.org
- **Herald or STUFF media clip:** www.campaignasia.com/video/its-not-that-hard-to-make-unconscious-bias-front-of-mind/450272
- **Diversity Reporting Framework:** www.championsforchange.nz/what-we-do/measure-progress/diversity-report-2/
- **Blog post:** www.globalwomen.org.nz/news/this-week-nz-ranked-36-globally-for-women/

GLOBAL WOMEN



How inclusive do New Zealand workplaces... And what can you do about it?

Who SHOULD BE ABLE TO LEAVE EARLY TO DO THE SCHOOL RUN?

How UNCONSCIOUS IS YOUR BIAS? championsforchange.nz

FACTSHEET TUHINGA



Developing Diverse Leaders

INVESTING IN PEOPLE

We have a huge incentive to invest in the talented people in our organisation, particularly those who we may have missed out on before because of our biases, lack of patience or convenience of habit. When we include and invest in our talented people they are more likely to feel engaged and be productive.

THE OPPORTUNITY

52% of the population are women. Women make up almost 52% of the population in New Zealand and are a majority of the workforce and the university graduates in the country. Yet it is clear we are still not accessing the full potential of this talent pool.

22% The percentage of women directors in the 100 largest public companies in New Zealand is only 22%.

A quarter of the top 100 companies have no women directors on their boards at all.

There have never been more than three female CEOs at one time among the leaders of the NZX100 listed companies.

COACHES, MENTORS AND SPONSORS

Women get less of the mentorship and sponsorship that opens doors than their male peers.

24% Women are 24% less likely than men to get advice from senior leaders.

“Women get less of the mentorship and sponsorship that opens doors. Whether this is driven by sexism or because men (perhaps unconsciously) gravitate toward helping other men, the result is that women miss out.”

SHERYL SANDBERG, FOUNDER OF LEAN IN

Outputs and Outcomes — Moving forward

We have identified three key outcomes that are aligned to our aspirations for diversity, inclusion and pipeline development in Aotearoa New Zealand.

In FY19 we made steady progress towards achievement of these outcomes while recognising that there is still work to be done.

1

Outcome One:

For Members and Partners to achieve *balanced* gender representation at all management levels within their organisations

The first step to meaningful action towards a goal is measuring its current state. Measurement has proven time and time again to be the first step in a process of transformation.

In 2018, Global Women and Champions for Change published year-one results of our Diversity Report, a new annual gender and ethnicity survey of New Zealand employees.

The Report is the largest gender survey across management categories to date, representing approximately three percent of the New Zealand working population.

The Report received responses from 29 large New Zealand organisations, all reporting voluntarily. It included gender representation data on more than 80,000 employees and ethnicity data related to more than 60,000 employees.

Results revealed that while Champion organisations are outperforming other groups here and internationally, no one organisation has achieved ratios of 40:40:20 across all management levels.

The Diversity Report also showed that women are less likely to be presented in the upper levels of management despite entering the workforce in similar numbers to men (*see table on page 10*).

As a result of the survey, Champions and Global Women are able to focus their efforts on the critical milestones in the female career journey, identify barriers to progression, and enact solutions.

2

Outcome Two:

For Members and Partners to be widely recognised advocates for diversity in leadership through our support and leadership

We have commenced efforts to accurately measure the wide breadth of exposure and leadership shown by Members, Champions and our Partner organisations and are working towards efficient systems that will allow us to capture the vital work of our leadership network.

Global Women Membership topped 300 this year. With an increased focus on equipping Members to speak up and use their influence for positive change, we are aware of many examples of Members showing leadership both internally within their organisations and externally.

We also recognize Tania Simpson, Vicky Robertson and Ranjna Patel for gifting us their time and allowing us to interview and film them for our first Global Women Membership video.

Champions, including Simon Moutter, David McLean, Michelle Embling and Marc England regularly spoke in the media about the importance of diversity and inclusion.

In FY19 we reached a new milestone: all Champion organisations now either have a formal strategy, policy and procedures on flexible working arrangements, or are in the process of developing these. In addition, 3000+ unique visitors accessed the flexibility toolkit through the Champions for Change website.

Global Women Principal Partner SKYCITY won the Deloitte Top 200 2018 Diversity & Inclusion Leadership Award for its Māori leadership programme, Tahuna Te Ahi, which teaches business and commercial skills, while also connecting participants with their culture.

Partner organisations including Ports of Auckland, IBM, Spark and Genesis were profiled by various media outlets for their commitments to enabling female leadership, driving inclusivity, and investing in their talent pipelines.

All of our Partner organisations actively progressed diversity and inclusion initiatives, such as driving internal diversity and inclusion policies and projects, producing research, attending events, and speaking on the topic.



Linda Vagana



Catherine Thompson

3

Outcome Three:

For our leadership development alumnae to expand their roles and be appointed to leadership positions.

In the past decade, more than 200 female leaders have graduated from the Breakthrough Leaders Programme.

The redesigned Breakthrough Leader programme is getting women in senior leadership roles more quickly than the previous programme. Specifically, 30% of 2018 alumnae have been promoted or had role changes within 12 months of starting the programme, compared to 20% in 2016. Of these, two moved from a GM role to CEO.

Since 2010, there have been 23 board appointments from the alumnae of 227 women, representing 12% and it is our intention for this to increase over the next 12 months. Of the FY19 Breakthrough Leader graduates, one accepted a board position for a leading professional services company. Overall, women on boards in NZ has increased to 22% (up 4%) in the past 12 months, which indicates there is still a long way to go.

In total, 70% of participants remained within their organisation demonstrating improved organisational retention. This can be attributed to the three-way conversations which ensure greater alignment with the programme and organisational outcomes.

Following the positive feedback from the 2018 programme, there are 31 women participating in the 2019 programme, a record since the programme has been redesigned.

All participants completed a strategic initiative that guaranteed robust ROI for their organisations. Every executive sponsor and participant worked together to ensure leadership skills and practices were applied to a core organisational issue. Examples included business mergers, restructures, product launches, introduction of Diversity and Inclusion programmes.

Importantly, our partnership with Ngāi Tahu Iwi was strengthened due to a visionary Breakthrough Leader FY19 attendee. This graduate worked with her iwi leaders to facilitate the gifting of pounamu from Ngāi Tahu to Breakthrough Leader graduates for perpetuity. This symbolises a great milestone for Global Women building deeper partnerships to create a more inclusive Aotearoa.

Activate Leaders Programme was run in four regional centres in FY19 and feedback from 150 participants demonstrated 90% advocacy for the programme. Consequently, we are expanding our reach into regional New Zealand and will offer the programme in five locations in FY20.

More than 250 women have graduated from the Activate Leaders Programme.

We have identified three key outcomes that are aligned to our aspirations for diversity, inclusion and pipeline development in Aotearoa New Zealand. In 2018, we made steady progress towards achievement of these outcomes while recognising that there is still work to be done.



Our Board

As a not-for-profit organisation we are supported by strong executive leadership and governance.

Our Board Members each have a remarkable record of leadership, entrepreneurship, corporate governance and service. The Board's role is to govern the strategic direction of Global Women as an organisation of importance to the economic and social prosperity of New Zealand.

We aspire to represent a diversity of skills, experience, ethnicity, age and heritage on our board and in the Global Women management team.

Acknowledging the Chair

Sincere thanks to our Board Chair Vanessa Stoddart who retires in May for her significant and tireless contribution to Global Women especially over the past six years. Most notably her energy and focus in helping leaders lift their gaze to the possibilities and advantages of diversity and inclusion, bringing together the wider organisation to create mutual value for the greater good, broadening our membership influence and developing a stronger and clearer voice in the market. Her commitment and influence has been formative to the organisation's standing today.

Following Vanessa's departure from the Board, we welcome Anna Stove to the Chair.

Our Executive Team

Our services and programmes are ably supported by our 10 Global Women direct employees.



Vanessa Stoddart
Board Chair



Anna Stove



Annabel Cotton



Cilla Hegarty



Felicity Evans



Jo Avenell



Joanna Doolan



Ranjna Patel



Susan Peterson



Tania Simpson

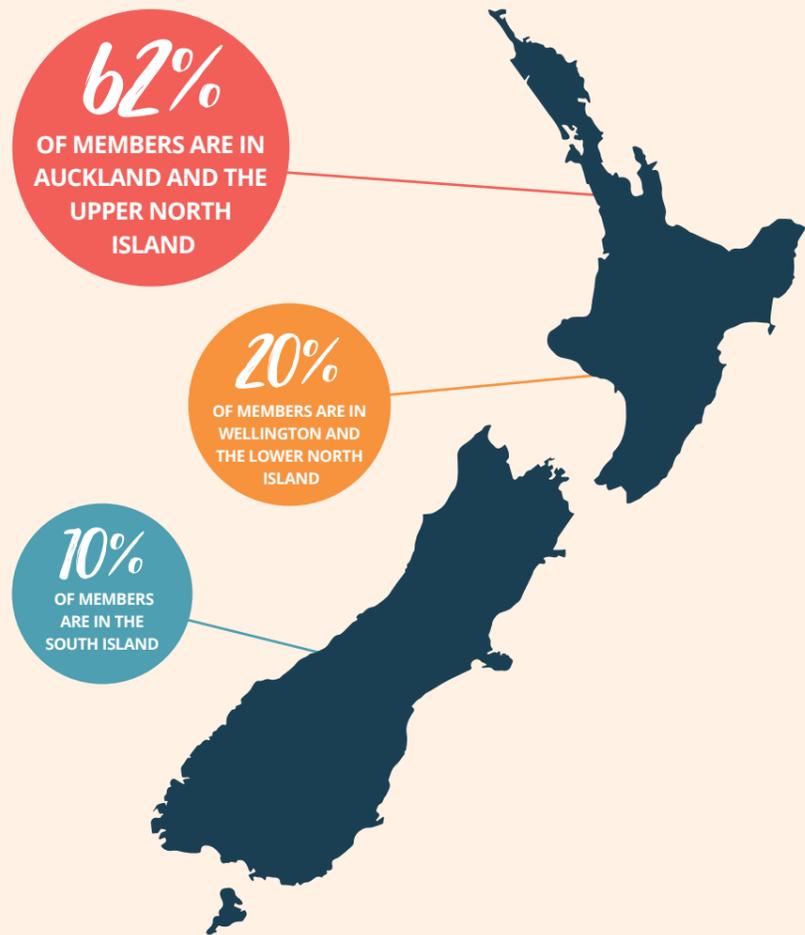
Incoming Members



Agnes Naera



Traci Houpapa



8% OVERSEAS MEMBERS

INCLUDING AUSTRALIA, BERMUDA, GERMANY, INDIA, SINGAPORE, USA AND THE UK

STABLE PORTFOLIO OF **43** PARTNER ORGANISATIONS

RESPONSIBLE FOR **\$1.34m** OF FUNDING

PARTNER ORGANISATIONS INCLUDE:

BANKS **ENERGY SECTOR** **LOGISTICS** **EDUCATION** **GOVERNMENT**

ICT **MEDIA** **PROPERTY** **PROFESSIONAL SERVICES**

BETWEEN THEM EMPLOY 100,000+ PEOPLE

(2017 & 2018)
TOTAL ACTIVATE LEADERSHIP PROGRAMME GRADUATES
225

(2010/11-2018)
TOTAL BREAKTHROUGH LEADERSHIP PROGRAMME GRADUATES
217

CHAMPIONS FOR CHANGE
GROWTH, EMPLOYEE COUNT

CHAMPIONS IN 2016
56
CHAMPIONS IN 2018
55

Summarised Consolidated Annual Financial Statements

CONSOLIDATED STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSES		
	2019	2018
Revenue from Exchange Transactions	\$2,899,991	\$2,529,789
Revenue from Non Exchange Transactions	\$5,500	\$3,250
Total Revenue	\$2,905,491	\$2,533,039
Expenses	\$2,648,512	\$2,349,677
Total Comprehensive Revenue and Expenses	\$256,979	\$183,362
Retained Earnings at 1 April	\$849,110	\$665,748
Retained Earnings at 31 March	\$1,106,089	\$849,110

CONSOLIDATED STATEMENT OF FINANCIAL POSITION		
Assets		
Total Current Assets	\$2,863,941	\$2,562,361
Total Non-Current Assets	\$31,757	\$31,830
Total Assets	\$2,895,698	\$2,594,191
Liabilities		
Current Liabilities	\$1,789,609	\$1,745,081
Total Liabilities	\$1,789,609	\$1,745,081
Net Assets	\$1,106,089	\$849,110
Equity		
Retained Earnings	\$1,106,089	\$849,110
Total Equity	\$1,106,089	\$849,110

The Consolidated Annual Financial Statements have been audited by KPMG





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