



More Great Women in Sport Governance

Let's Walk the Talk

Kim Archibald, Shane Collins,
Alison Shanks, Beth Smith

New Zealand
Women's Sport
Leadership Academy



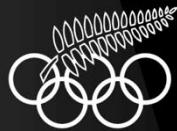
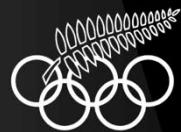


Table of Contents

EXECUTIVE SUMMARY	2
INTRODUCTION	5
Gender Representation & Critical Mass Theory.....	6
The Business Case vs the Moral Case.....	7
Where have we come from?	8
The Current State of Play.....	10
A supply and demand approach	12
Supply Barriers & Solutions.....	12
Demand Barriers and Solutions.....	16
1. SNZ Governance Mark.....	18
2. Constitution Analysis - Gender Diversity Requirements	18
3. Constitution Analysis - Board Appointment Panels.....	20
The Question of Quotas – The Final Bastion?.....	20
RECOMMENDATIONS	23
Enabler Recommendations	24
1. Solutions to Increase Demand for Women on Boards	24
2. One Stop Shop for Gender Diversity in Sport Governance.....	24
3. Champions for Change	25
4. NSO Constitution	26
5. SNZ Optimising Diversity Award	28
Compliance Recommendation	29
6. Implementation of a gender quota on New Zealand NSO Boards	29
Call to Action.....	31
REFERENCES.....	32
Schedule 1 – Reviewed NSO Board Gender Composition	38
Schedule 2 - Email request to potential Champions for Change	39
Schedule 3: Willing Champions for Change	41
Schedule 4: Quotes from Champions for Change.....	43
Schedule 5 - Champions for Change Gender Diversity in NZ Sports Pledge	54
SCHEDULE 6 - Countries who have implemented gender quotas	55
SCHEDULE 7: Suggested Criteria for an 'Optimising Diversity' Award.....	56



EXECUTIVE SUMMARY

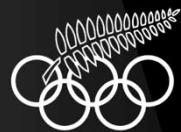
This report examines gender diversity in sport governance in Aotearoa New Zealand, specifically the number of women represented on National Sports Organisations (NSO) boards. Despite a growing library of research supporting the value of diversity, there has been a lack of progress in growing the numbers of women in governance positions. Our review of literature along with data from NSOs illustrates that progress on increasing women's representation on sporting boards has been slow despite the overwhelming research that supports good governance requiring a diversity of perspectives.

A greater balance of women in the boardroom has been shown to improve organisational performance, not only financially but also with respect to innovation and decision making. It also delivers a clear signal of commitment to gender equity across the entire organisation. We propose that in order to address the current disparity, both the supply of board ready women and the demand for these women by New Zealand NSO's chairs and appointment panel's needs to be urgently addressed.

We recognise that diversity within governance requires a much broader discussion than simply how many women are sitting in the boardroom. Diversity also needs to consider the impact and influence that women are able to exert once they have a seat at the table. True gender diversity therefore requires sporting organisations to develop cultures that embrace diversity in its broadest sense across all levels of the organisation, if change is to be both effective and sustainable.

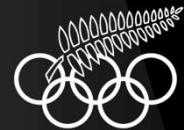
Our recommendations reflect the need for additional action to achieve meaningful change if New Zealand sport as a whole is to demonstrate leadership in achieving gender diversity both on and off the field. The following recommendations are a result of our assessment of gender diversity in the realm of New Zealand sport governance within a supply and demand model framework. We have separated our recommendations into two focus areas, labelled as 'Enablers' and 'Compliance'. The Enablers allow an organisation to achieve diversity through the voluntary introduction of tools, resources and policies, all of which could feasibly be implemented within the short-medium term. The Compliance recommendation suggests NSOs undertake certain activities and/or achieve certain targets, or risk sanctions for failure to attain the targets.

It is intended that if an NSO begins by implementing the Enabler recommendations they will ensure the organisation can transition to operating in a Compliance environment with ease. These recommendations have the intention of affecting meaningful change in improving gender diversity and ultimately the performance of Sports Governance across New Zealand.



Recommendation Overview

- 1. The adoption of a strategic tool box** to readily allow gender diversity on boards including:
 - Regular Board evaluations;
 - Unconscious-bias training for all NSO board members
 - Increasing the size of boards (in the short term) to create space for women and ensure diversity e.g.: co-opted members, internship programmes for future female directors;
 - Introducing maximum tenure;
 - Gender balanced selection for shortlists (including blinded measures) and interviews;
 - Opportunities for females to Chair working groups to aid leadership training;
 - Awareness of the gender balance of board leadership with a view to the chair and deputy chair being represented by both genders;
 - Recruitment strategies that utilise language and channels known to be well received by female candidates.
- 2. ‘One Stop Shop’** – Development of a central resource that assists and supports women seeking governance roles and provides NSOs support and tools to identify and recruit female candidates within sport (including a database of women seeking governance roles).
- 3. Champions for Change** – Development of a programme that actively engages influential men and women within the New Zealand sporting sector to champion the need for greater gender diversity. Support from Minister of Sport, Grant Robertson, Chair of Sport NZ and High Performance Sport NZ, Bill Moran along with several NSO chairs and Chief Executive Officers provides an initial foundation for further progress. These “champions” will help to achieve change through influencing buy-in, instigating action in others and creating accountability of actions in their own organisations.
- 4. Strengthen current policies and guidelines:**
 - Update the Sport NZ Constitution Template to include a practical and actionable gender diversity clause;
 - Require all SNZ funded NSOs to have a Diversity Policy that has specific reference to gender;
 - Require all SNZ funded NSO’s to have gender diversity on the Board Appointments Panel;
 - Update the Governance Mark Diversity assessment criteria so that when adhered to it will affect desired change.



5. Acknowledge and reward NSOs that demonstrate commitment to gender diversity:

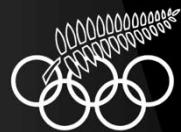
- Award a Diversity Badge to NSO's who meet the diversity element within Governance Mark;
- Create an 'Optimising Diversity' award at the Sport and Recreation Annual Awards.

6. Gender quota requirement – Mandate that NSOs must have a minimum of 40 percent representation of each gender on the Board of Directors by 2022.

The final, and most crucial recommendation is the call for stronger leadership and the implementation of quotas by 2022 to ensure change occurs. Quotas are a complex and, at times, a contentious topic for sporting organisations to grapple with. However, gender diversity is too important to ignore with proven performance benefits. It can no longer be consigned as 'nice to have' rather it is now in the 'must have' category.

"I am proud to say that I've made promoting the value, visibility and importance of support for women and girls my number one priority in the Sport and Recreation portfolio. Governance is a key part of creating a strategic approach for effecting change, and I believe change starts with recognising a current deficit at the top echelons for women in our sector. It's my vision that we will see leadership and governance in this sector reflect our diversity as a country, and equity for all New Zealanders. I believe we're at our best when we come together – that works in the boardroom just as it does on the playing field."

Hon Grant Robertson – Minister for Sport and Recreation (2018)



INTRODUCTION

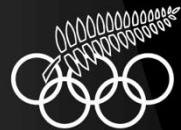
Women's under-representation in governance is due to complex gender dynamics and discriminatory organisational practices and factors not unique to New Zealand or the sporting sector. This research examines gender diversity across New Zealand NSOs and the term diversity is used throughout relating specifically to gender diversity only (gender diversity and diversity are used interchangeably). While it is recognised that the broader diversity debate for example, ethnicity and age raises additional issues which should be addressed, these were not within the scope of this research.

Former U.S. President Barack Obama recently shared a message heard around the world: *More women need to be put in positions of power "because men seem to be having some problems these days"* (Mejia, 2017) This message not only states what we commonly hear, the need for more women in positions of power but importantly, re-positions the problem as, needing fewer men. This re-definition of the problem, 'too many men', opens up possibilities to explore why privilege and power continue to reside with groups of men. This is a proposition particularly relevant in the NZ sporting context and in particular the governance of sport where there are a fixed number of seats at the boardroom table.

Research shows that despite increased participation of girls and women in sport, they continue to be underrepresented in leadership positions at all levels of sport (Acosta & Carpenter, 2012).

Four decades of research on the relationship between gender and leadership in a wider context has unequivocally demonstrated that women are not psychologically handicapped for leadership. Groups of women face a barrage of gendered assumptions, stereotypes and organisational cultures where discriminatory norms and organisational practices are embedded. Quantitative differences in 'who leads' continue to highlight the persistence of gender/sex inequalities despite rhetoric around the 'level playing field' and equal opportunities (Acosta & Carpenter, 2012). Furthermore, the National Council of Women of New Zealand (2012, p.20), describe NZ's current state of gender inequality as a systemic 'wicked' problem that they argue, can no longer be solved by linear thinking (National Council of Women of New Zealand, 2015).

Sport is seen as a microcosm of larger society (Day et al, 2012) and importantly, sport matters in NZ (Value of Sport 2017). Thus, the long standing situation of women's underrepresentation and men's dominance in sport leadership and governance is reflective of not only the sport landscape but also wider NZ society. Liz Dawson, New Zealand Cricket Board member explains;



"Our sports stars are always told that they have to be good role models, but what about sport itself? Sport is so much part of our culture these days, it has a big responsibility to stand up for what's right in society"

Liz Dawson, New Zealand Cricket, 2016

New Zealand's current social and political landscape is a supportive one for improving gender diversity. Diversity and inclusion are topics that are being regularly discussed and debated in the media and this has coincided with the election of a young, female Prime Minister at the head of a Labour-led Government that contains greater than 35% female representation. Neo-liberal employment law has characterised New Zealand's employment landscape since the early 1990's, however there is now a more balanced approach to employment legislation which, more than ever, is strongly encouraging female participation in the workforce with greater parental leave, childcare provisions and welfare systems in place.

In addition, the spotlight has come on organisations over recent times to ensure they are promoting gender diversity within their leadership structure. Many corporate organisations are ensuring there is a visible focus on improving company policy and culture to ensure the composition of those leading the organisation is gender diverse.

Gender Representation & Critical Mass Theory

Critical mass theory is commonly used in the women and corporate governance literature. The theory proposes that when an organisational minority (e.g. women) reaches a certain threshold or "critical mass", it can influence or "tilt" the culture of the organisation (Joecks et al, 2013). Research found that:

- The relative numbers of a dominant and minority group are significant for affecting behaviour in organisations (Kanter 1977);
- A "balanced" group in which the gender ratio ranges between 40% and 60% means that gender-based differences are less important and women are more likely to be seen as individuals with their own skills and perspectives and not as representatives for women (Kanter, 1977);
- There is a link between gender diversity on the board and organisational performance such that as the number of the minority group increased from less than 20% to 20-40% performance improved (Joecks et al 2013);



- The critical mass needs to be at least 30% (or three women) appointed to the Board of Directors. If the critical mass is not reached, gender diversity can nullify or negatively affect performance (Adriaanse 2015, Torchia, Calabro et al 2011, Konrad et al. 2008).

The Business Case vs the Moral Case

The ‘business case’ for diversity on governance boards often cites the positive influence on organisational performance. Leveraging differences, in this instance the presence of female directors, contributes to this. Examples of these positive influences are:

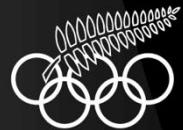
- Financial improvements such as increased company value, return on capital invested and limited volatility and chance of bankruptcy (Ferrary 2009, Carter, Wagner 2011, Ting, Zheng 2011, Wilson, Altanlar 2009); and
- A stronger focus (by women on boards) on promoting non-financial performance measures such as customer and employee satisfaction as well as measures of innovation and corporate social responsibility (Terjesen et al. 2009).

Another argument to accompany the ‘business case’ for diversity and critical mass theory is the notion of social justice and the ‘moral case’, namely having a gender balanced board is ethically the right thing to do (Pringle & Strachan, 2015). It makes sense to ensure that the board of an NSO truly represents its sporting community, to understand the changing needs and wants of its collective customer base, both male and female.

“Different people bring different perspectives opinions and values: they see things differently and they see different things”

Haidee Tiffen, Head Coach of the White Ferns, Women and Cricket Report, 2016

Women, be they participants themselves, or the mothers, sisters, daughters, wives or partners of participants are actively involved across all facets of sport as the administrators, officials, event volunteers or indeed as spectators thus cementing themselves as interested stakeholders in their sport (or sports) of choice. Despite NZ’s female athletes bringing in the greater number of medals at the last Olympic Games (Rio, 2016) there continues to be slow progress within the NZ NSO’s to seemingly understand the gravity of what four decades of research clearly shows - that the presence of women at the top levels of our sport organisations matters from a cultural, leadership and reputational standpoint.



“....performing better has never been harder with rapid disruptive changes to our operating environment...We must recognise that diversity and inclusion is not a fad that is here today and gone tomorrow – it is a visceral, systemic change to the way we value the people in our society and utilise their skills to the fullest potential for their and society’s benefit.

To be inclusive, we must be a mirror of the diverse society in which we live: around half of our population is made up of women and around thirty percent is made of people who identify as Māori, Pasifika, and Asian. Diversity of our government representatives in Parliament has grown remarkably under MMP, and the rest of society should be following the lead.”

Bill Moran, Chair Sport New Zealand and High Performance Sport New Zealand

Where have we come from?

“In the 1980s and 1990s board appointments in industry in particular but also in sport were made via the old boy’s network. Nomination Committees and Appointment Panels were the exception rather than the norm. Female representation was virtually non-existent. In the 2000s this has started to shift - initially a female board appointment was largely tokenism - today it’s a reflection of the very real strength to be gained from a strong and diverse board. The quality of board discussions is enhanced with a direct benefit of better decision making leading to greater acceptance from the constituent audience. While the increase in representation of women on sports boards has increased by some 10% to around 37% in the last five years represents a step change, more needs to be done not just in some of the excellent programs designed to make women “board ready” but also in ensuring the appointments panels have a genuine understanding of the strength of a quality gender diverse board.”

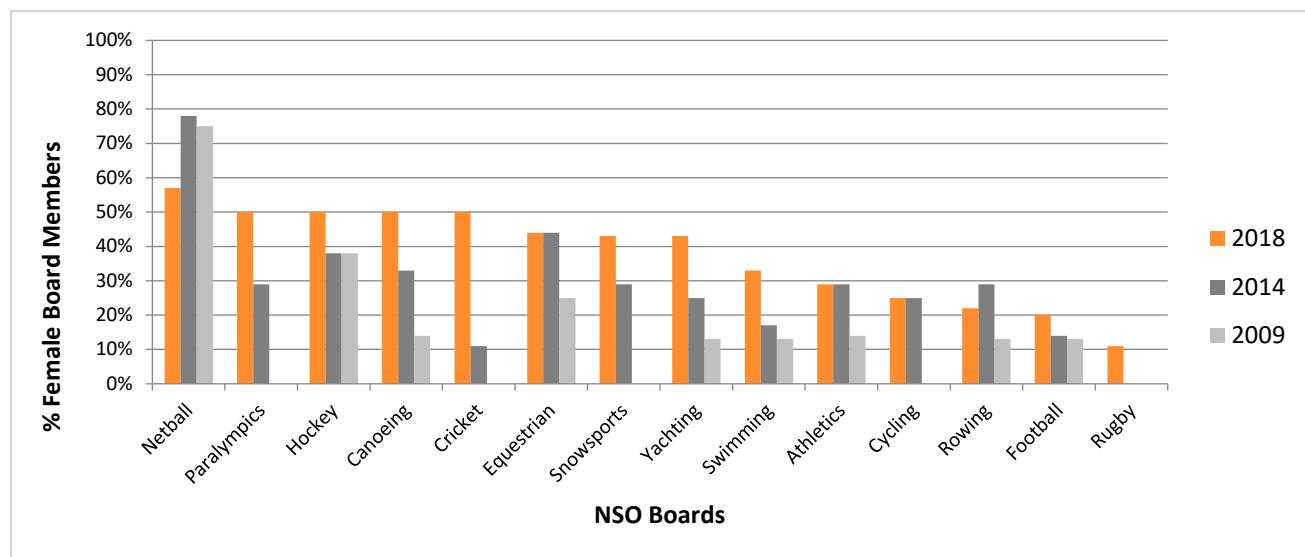
Sir Paul Collins, Previous Chair Sport NZ and High Performance Sport NZ

We performed an audit on the gender ratios of 14 National Sports Organisations (“NSO”) boards within New Zealand (“Reviewed NSO’s”). The data for the Reviewed NSO’s was taken from NSO websites as at 28 July 2018. Our findings show that women currently remain under-represented at the sport governance level.



In 2009 data collected by NZOC showed that only one of the Reviewed NSOs had at least 50% female members. At least three of the Reviewed NSO's had no women on their board and nine of the Reviewed NSO's had less than 20% (or less than 2) women on their board.

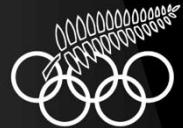
Figure 1: Percentage of Female Board Composition over last 10 Years



Special mention should be made of the following sports:

- Equestrian has maintained a minimum level of 40% female representation over the past 5 years,
- Paralympics has been working hard to improve their board diversity having increased the number of females from 14% to 50% over the past 5 years;
- Cricket has increased the number of females from 11% to 50% over the past 5 years.
- Canoe Racing has addressed their non-representational composition in previous years to now in 2018 presenting a truly gender balanced board of 50%.
- Hockey now has 50% female representation across their entire board (the constitution requires 50% female representation of elected board members only);

Notably at the two extremes are Rugby with 11% of its board made up of women and Netball who until recently had 71% of its board made up by women (this number now sits at 57%). Obviously, not coincidentally, this reflects Rugby as a male dominated sport in terms of player numbers and how it is viewed as our national sport. Netball remains one of our most female dominated sports in terms of player numbers and continues to be a primarily female sport.

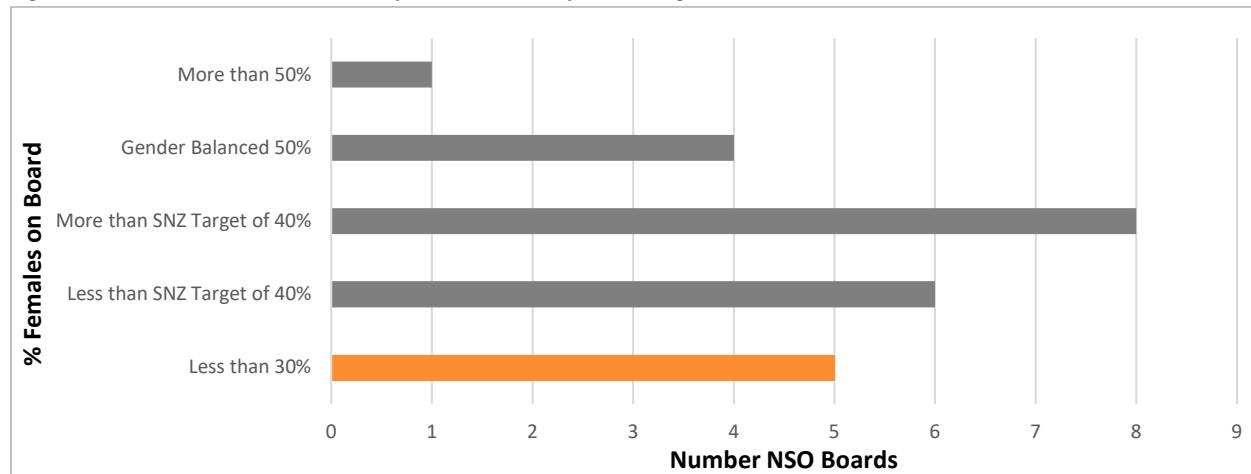


The Current State of Play

Sport New Zealand (“SNZ”) has only recently reignited its voice in advocating for more female representation at board level. Issues relating to gender diversity were highlighted by the Hillary Commission in 1994 and then again by the NZOC in 2007. Targets were originally set as far back as 1990 (when the reported ratio was around 20%) (Cockburn et. al., 2007). SNZ has set itself a target to achieve a 40% ratio of women to men across the boards it monitors (“SNZ Benchmark Boards”¹) by 2020 (Sport NZ, 2018).

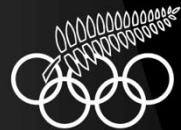
The average percentage of females in governance across all SNZ’s Benchmark Boards as of March 2018 was 36% (Sport NZ, Boardtalk, 2018). Importantly, 36% (5 of 14) of the Reviewed NSOs currently sit outside the widely recognised critical mass of 30% female representation and 43% (6 of 14) fail to meet SNZ’s target of 40% of the board members being female. Whilst data based on averages over SNZ Benchmark Boards provides some useful insight, it does not highlight the need for the large number of sports sitting below the reported average to reach acceptable diversity standards. We note, of the 48 SNZ Benchmark Boards that are NSOs, current data shows the average female representation is 34.2% and the median is 33%, highlighting that 24 NSOs sit below 33% female representation on the board.

Figure 2: 2018 NSO Board Gender Composition with Respect to Targets



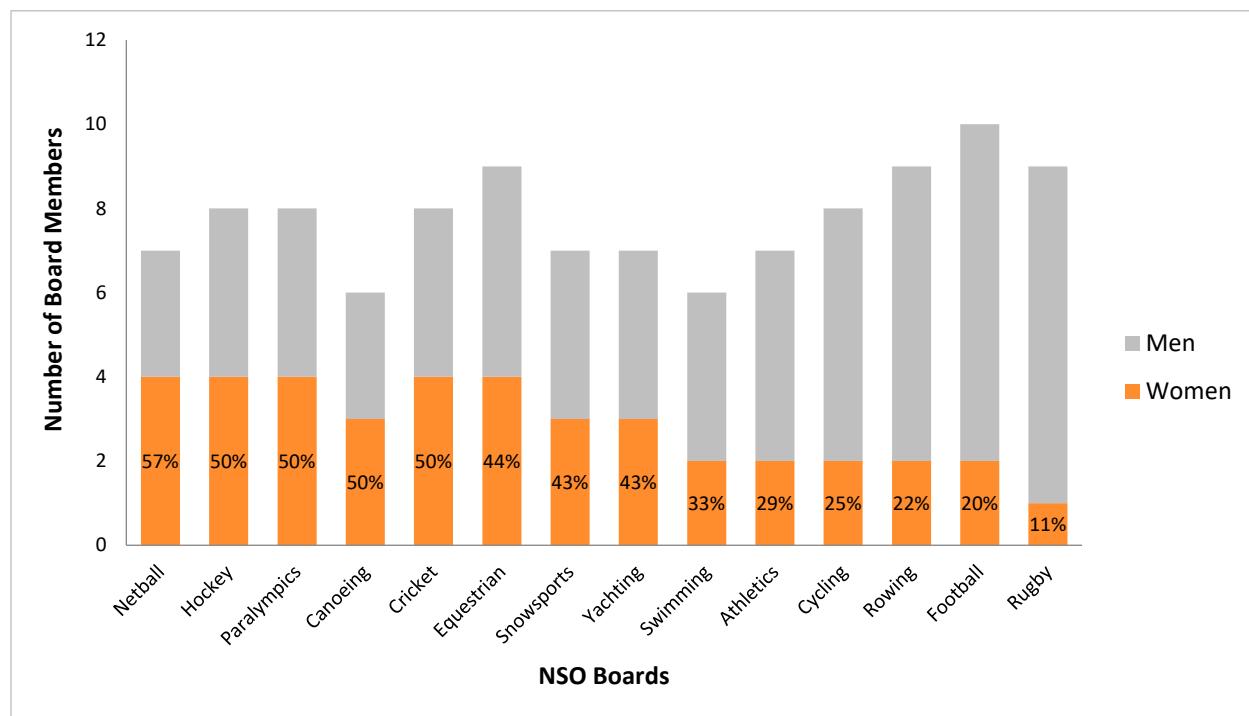
The reviewed NSO’s include the nine tier 1, tier 2 and tier 3 sports targeted by High Performance Sport NZ (“HPSNZ”), being Athletics, Cycling, Rowing, Yachting, Canoe Racing,

¹ This dataset is wider than just NSOs as it also includes Regional Sports Trusts.



Equestrian, Rugby, Netball and Hockey. Paralympics and Snow Sports add to a list of HPSNZ targeted sports, which have key athlete performance criteria and higher levels of funding. Football, Cricket and Swimming are also included as they make up a significant proportion of sport participation numbers across the country.

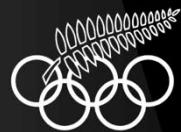
Figure 3: 2018 NZ National Sports Organisations Board Gender Composition



Currently all of the Reviewed NSO's have at least one female board member. 57% (8) of the Reviewed NSO's have 40% or more female board members and an additional one meets a critical mass target with 30% or more women on the board. In 2018 there is only one NSO with less than 20% female representation.

Five Reviewed NSOs remain under the 30% critical mass mark for gender diversity.

Only 2 of the 14 Reviewed NSOs had a female chair of the Board (Athletics NZ and Netball NZ) and Rugby, whilst on a pathway to improvement following its Respect and Responsibility Review in 2017 (Cockburn, 2017), still only has one woman on the board (the Maori electee).



A supply and demand approach

It is now clear that equality is not enough, and that equity must underpin equality for the latter to be truly fair. Equality demands that everyone has the right to be treated the same; equity demands that everyone has the right to access what they need to achieve that equality. Merit is also an often cited word linked to the gender diversity argument in governance. What is not asked is who defines merit and why the question of merit is only ever raised in relation to women's selection.

Research suggests that the barriers and indeed the solutions to achieving a pipeline of ready, willing and able female directors sit on both the *demand* and the *supply* side of the equation (McAtee, 2013). This supply and demand model provides the basis for our recommendations.

Supply Barriers & Solutions

There are barriers to the supply side of the gender diversity equation that create unequal career opportunities and hold female candidates back from applying for senior leadership and governance positions (Straub, 2007). Commonly identified barriers include:

- Gender differences in values, attitudes and motivations to reach top leadership positions (Eagly, 2005);
- Self-identification with the expected cultural gender roles and stereotypes;
- Paid work-family responsibilities conflict (Greenhaus & Beutell, 1985); and
- A lack of inspirational female role models and/or access to networks, mentoring and sponsors (Ibarra, Ely et al., 2013).

These barriers affect women's professional choices and consequent career path, which can all result in a relatively limited pool of qualified female candidates for board positions (Gregory-Smith et al, 2012).

Aspiring directors can invest in their own board-readiness. Whilst early family circumstance and education plays a contributing factor in women's experience of leadership, continuing with further education throughout their career, focusing on opportunities that develop "core selection factors" and actively seeking governance education are also important. Core selection factors include skills such as:



- Strategic skills;
- Leading and maintaining strong teams;
- Effective implementation;
- Initiating innovation;
- Leading successful change; and
- Influencing and executive presence (Beeson, Valerio 2012, Burke & Mattis 2000).

No woman can assume she will be recognised - candidates need to put themselves out of their comfort zone, create a purposeful network of both genders and actively build personal visibility. But here we need to be mindful that the task should not be isolated to 'fix the women'. At an organisational level, recruitment, retention and development initiatives need to be effectively utilised to attract and develop high quality women to help fill the pipeline.

Increased attention on the need for more diverse boards over the last 20 years has resulted in a range of organisations that have evolved with the purpose of promoting women on boards and thus increasing the supply of board ready women. These range from government agencies, governance focused organisations to advocacy groups such as Women in Sport and sport focused groups (see Table 1). Whilst not focused primarily on the promotion of women on sports boards, all of the organisations below contribute to a broader debate which will ultimately lead to, and influence sports organisations to having more women on boards.

"From my perspective, we don't have a supply side issue, we have plenty of incredibly capable women ready to contribute to Boards. What we need to do is work more intensely and create greater expectations on the demand side, the role of sport sector Boards to be more open and proactive in the recruitment of more women on Boards and in management. Put simply, we have many Board ready women, but not enough women ready Boards. This has to change if we are to close the gender gap"

Peter Miskimmin, Sport NZ CEO

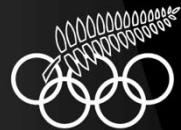
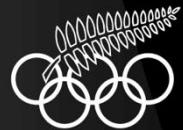


Table 1: Organisations Supporting Gender Diversity on Boards

Organisation	Purpose	Initiatives
Ministry for Women	To provide suitable candidates for boards and committees	<ul style="list-style-type: none"> Provides education and awareness of why organisations should have diversity around the board table from both a social and economic perspective.
Sport NZ	With regard to governance and diversity: To promote good practice and actively encourage sporting organisations to promote diversity within their governance structures	<ul style="list-style-type: none"> Women in Sport Governance Scholarships & the Mentor Programme to support women already in directorship positions Governance Mark '20 More' campaign (in partnership with Appoint Better Boards) to identify & support the next generation of leaders Coaching board chairs IWG 2018 - 2022
NZOC	Leads and advocates for sport and athletes	<ul style="list-style-type: none"> Women's Sport Leadership Academy IWG 2018 - 2022
Global Women Network	Bringing together influential leaders to diversity in the workplace	<ul style="list-style-type: none"> Champions for Change Specialist sports sector group that has initiated leadership programmes that target the development of female leaders
Women on Boards (Governance NZ)	Promote and advance gender diversity in the governance space	<ul style="list-style-type: none"> Educational opportunities Annual conference Awards (including one sponsored by Sport NZ)
Institute of Directors	To connect, equip and inspire members to add value across business & society	<ul style="list-style-type: none"> Mentoring for Diversity programme Governance resources Supporting first directors Director development courses Register of board members



Organisation	Purpose	Initiatives
WISPA	To promote the concept that women & girls are valued, visible and influential in sport.	<ul style="list-style-type: none"> • Create a forum to collect & share positive stories of change. • Develop relevant campaigns to increase women & girls' involvement in sport. • Create communication & networking opportunities across the country • Showcase & celebrate women's success in leadership roles • Partner with willing stakeholders to increase the number of females in management, coaching & governance. • IWG 2018 - 2022
Appoint Better Boards	To connect organisations seeking directors with individuals wanting to share their governance experience	<ul style="list-style-type: none"> • '20 More' campaign on behalf of Sport NZ • Advice for organisations • Advice for prospective board members • Advertising for board positions
IWG	Empowering women – Advancing sport	<ul style="list-style-type: none"> • Brighton Plus Helsinki Declaration on Women & Sport • IWG World Conference on Women & Sport

The final two organisations listed in Table 1 above (Appoint Better Boards and IWG) are particularly relevant to this report's recommendations in the context of Supply.

The '20 More' campaign run by Appoint Better Boards on behalf of SNZ received 6,200 views and 256 female applicants. The term '20' in '20 More' refers to the number of female board members required across SNZ's Benchmark Boards in order to achieve an average of 40% female representation across the boards of those NSOs. This "phenomenal response" (Page, 2018) to the campaign is a clear indication of the positive state of the supply of board-ready women within New Zealand currently.

Strengthening the gender diversity conversation in New Zealand recently is the successful bid to host the 8th International Working Group on Women in Sport secretariat from 2018 to 2022. The honour will culminate with New Zealand hosting the 8th World Conference of the International Working Group on Women in Sport (IWG) in Auckland in 2022. The vision of the IWG is sustainable sporting culture that enables and values the full involvement of women in every aspect of sport. Hosting this influential event will provide an opportunity to



connect New Zealand with the global conversation on gender diversity, highlight local achievements in this space and focus efforts and aspirations on achieving more. The conference presents an ideal platform for a call to action to both sides of the supply and demand equation.

Demand Barriers and Solutions

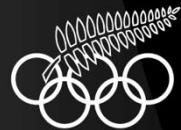
Three key reasons (McAteer 2013, The Human Rights Commission 2012, The Boston Club 2011) that are often identified by academics for a lack of board gender diversity are:

- Organisational performance without female presence thus no change is seemingly required;
- No suitably qualified women applicants; and
- A general lack of board vacancies (McAteer 2013, The Human Rights Commission 2012, The Boston Club 2011).

It is commonly recognised that boards tend towards recruiting candidates similar to themselves, termed “Affinity Bias”. Without having the wider networks that include members of in governance boards, women are deemed outsiders and therefore a risk to the status quo (McAteer 2013, Hawarden 2010).

In addition to the above, further behaviours that have been identified in research as potential barriers to women achieving success within organisations are the “Queen Bee” syndrome; which describes successful women who aim to maintain their own position by actively opposing the succession of other women, and the fact that historically (and within sport particularly) masculinities are favoured over femininities (Ibarra, Ely et al. 2013, Staines, Tavris et al 1974, Shaw & Slack 2002).

For women (and men), providing forms of workplace (or in this case governance) flexibility is especially important. It is vital for organisations to offer flexible working options to meet the common challenges of balancing family life with a successful career (Bain & Company & Chief Executive Women 2015). These options must become mainstream so to avoid them stereotypically being only associated with women. Too often we hear comments on workplace visibility and the ‘choice’ to work flexibly being associated with images of reduced ambition or work ethic. The sharing of non-work activities, particularly where children are involved, more equally between men and women is a prerequisite for equity in



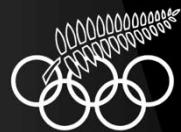
the workplace and around board tables (The Human Rights Commission 2012, Ministry of Women's Affairs New Zealand 2013).

Strong internal leadership is required to change the board's composition. Male leaders need to challenge their peers on the actual skills they are looking for in the boardroom rather than using previous board members to identify skills. The Champions for Change movement is one example where male board members, namely Chairs, have committed to inclusive business leadership, gender diversity and safe working environments (Male Champions of Change 2011).

*"Focus on the contributions, knowledge, skill and assets women can offer.
Investing in girls and women is an opportunity"
NZ Rugby Respect and Responsibility Review (Cockburn 2017)*

Factors that have been identified as solutions to improving gender diversity on boards include:

- Regular board evaluations to ensure accountability for gender diversity including:
 - Unconscious bias training;
 - Ensuring flexibility for directors (of both gender) with regard to work and family commitments;
- Allowing the ability to implement interim measures, for example:
 - increasing the size of boards to create space for women (as was recently implemented by World Rugby following a governance reform in 2017) (World Rugby 2017);
 - drawing on boards ability to co-opt membership;
 - Making use of future director/internship programmes to provide training and additional female influence in the boardroom (albeit non-voting);
 - simply asking men to step down (particularly those that do not add value to the skill set required by the board);
- Maximum tenure and/or mandatory retirement ages. This creates space for women to join boards at a greater rate than is currently evident;
- Increasing the number of appointed members on a board. This allows boards to appoint members to address gender imbalance;



- Actively inviting female candidates to apply and/or seeking out female nominations for positions;
- Gender diverse director nomination and appointments panels which are given clear direction that gender diversity is not an option but a requirement (McAtee 2013, Deloitte 2017);
- A requirement for Appointments panels to provide a list of candidates that is gender balanced for selection for shortlists and interviews; and
- Recruitment strategies should utilise language known to be well received by female candidates.

1. SNZ Governance Mark

SNZ promotes initiatives such as Governance Mark, the governance quality assessment standard for sport and recreation organisations in New Zealand. Within this framework of 71 assessment elements, segmented into Foundation (25 elements) Core (31) and Desirable (15), Governance Diversity sits within the Foundation elements. The criteria in which the board is assessed on Governance Diversity is as follows:

3.2 Diversity - The board seeks a diverse composition.

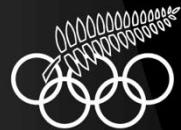
There is a policy stating that the board is actively seeking a diverse makeup of the representatives of the community it operates within (SportNZ, 2018).

The stated policy does not require any explicit mention of gender diversity or board composition gender targets in order to achieve Governance Mark 3.2 Diversity. This assessment criteria is not specific enough to encourage, drive and even force actionable outcomes in gender diversity within NSO's.

2. Constitution Analysis - Gender Diversity Requirements

Governance constitutions with direct reference to diversity requirements are an excellent way to increase demand for women on boards. Adherence to constitutional requirements holds boards accountable to their stakeholders.

Of the 14 Reviewed NSOs, seven of the NSO constitutions referenced consideration of gender diversity on the board to some extent in their constitutions, while the other seven had no mention of gender balance on the board. The gender diversity provisions in the



various constitutions vary to the degree they focus on, ensure consideration of and/or require gender diversity on the NSO's board.

Basic gender diversity clauses in the Reviewed NSO constitutions simply required a board appointments panel to consider the need for gender diversity or gender balance on the board. One example, set out below, is taken from the Sport NZ model constitution and reflects wording used in a number of the Reviewed NSO constitutions:

"in determining the appointed board members and recommending persons to be elected board members, the Board Appointments Panel shall appoint or recommend based on merit and in doing so shall take into account the following factors ...the need for gender balance on the board." (Sport NZ, 2018)

Gender balance on a board is just one of many factors listed in the clause quoted above and so there is great potential for the focus on gender to be lost.

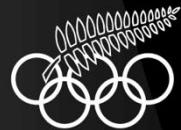
"We have been proactive over the past 2-3 years and amended constitutions and changed attitudes that have seen an increase in women making themselves available and being elected and selected on to our boards."

Steve Tew, CEO Rugby NZ

Paralympics New Zealand and Hockey New Zealand are two of the few Reviewed NSO's with an even split of male and female directors on the board.

The Paralympics New Zealand constitution allows the board to co-opt an additional person for a specific purpose. The example given in the constitution is where there is a specific need to ensure a fair balance and representation of both genders in the Board and/or to bring a specific expertise to the Board (Paralympics Constitution 2017).

Hockey New Zealand was the only NSO reviewed that had a requirement for a certain number of board members to be female and a certain number to be male. Specifically, the constitution requires that of the six elected board members, three must be women and three must be men.



3. Constitution Analysis - Board Appointment Panels

A lack of any formal requirement for consideration of gender diversity in the board appointment process adds additional barriers to women seeking board appointments.

The majority of the Reviewed NSO Constitutions provided for a board appointments panel (BAP) to be convened in order to fill vacancies that arise on the board. In most cases the BAP will make appointments to the board and make recommendations on nominees for election to the board. Only one of the Reviewed NSO Constitutions (Rugby NZ) had any consideration of gender balance on the BAP:

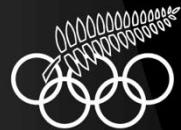
Composition: The Appointments and Remuneration Committee must consist of:
(c) two Independent persons to be appointed by the members of the Appointments and Remuneration Committee appointed pursuant to clauses 2(a) and (b), one of whom must be a woman if the Appointments and Remuneration Committee would otherwise be comprised of men only (NZRU, 2017)

The example constitution provided by Sport New Zealand discusses the Board Appointments panel at Clause 19, however there is no mention of gender diversity being a consideration for the makeup of this panel in the example constitution.

The Question of Quotas – The Final Bastion?

Going beyond the social justice argument for gender balanced boards, organisations can either be convinced of the benefits of gender equality or forced to implement change. In this sense, the instruments to increase the number of women on boards range from mandatory quotas to voluntary targets or changes in corporate governance codes (Seierstad & Opsahl, 2011, Australian Institute of Directors 2010) to get close to a gender balanced situation.

Adherence to and reporting on targets for gender diversity (such as SNZ's target of 40%) leads to the question of whether consequences may be required to achieve meaningful change. Governance quotas conjure mixed views, and the introduction of quotas to sport governance has been greatly resisted despite the slow rate of progress in achieving gender equality. Merit and/or 'best person for the role' are two often cited terms by those who resist. This begs the question; do women not have merit despite their lack of numerical



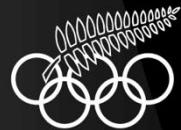
representation? Quotas are often seen an extreme measure. However, many accept that they do serve a purpose in achieving meaningful change in a strict time frame and their use has achieved the most significant improvements internationally (Adriaanse & Schofield, 2013).

There are already a number of countries that have adopted a quota system with regard to women on boards, using a range of penalties for non-compliance (see SCHEDULE 6 - Countries who have implemented gender quotas). In considering the approach there are a range of options which can include non-binding gender quotas, a “comply or explain” principle, or quotas with various sanctions (Terjesen et al. 2014). Not surprisingly, in countries where quotas have been adopted there has been a substantial change to the representation of women on boards – far more effective than any other interventions that have been identified (Terjesen et al, 2014).

Whilst quotas are increasingly the focus of many discussions, research conducted within the Australian sports sector identified additional conditions as being necessary to achieve gender equality at the board level, when combined with a mandated quota. The first condition required board members to understand and value gender diversity across the entire organisation's activities, so that gender equity was seen as an organisational value. The second condition was the active support by influential men of female involvement in the board's decision making process (Adriaanse & Schofield, 2013). Whilst not the focus of this report, this research highlights the need for inclusion (of women on boards) in order for the full benefit of gender diversity to be realised.

As noted above, one of the reasons put forward for resisting quotas is that “quotas inhibit the ability to recruit the ‘best people’ for the board”. This suggests that the notions of achieving gender diversity and obtaining ideal candidates are mutually exclusive. The pool of capable female candidates in New Zealand highlighted by the outcome of the ‘20 More’ campaign would suggest that any risk of this situation would be removed by organisations taking responsibility for improved processes to advertising for, identifying and recruiting suitable female board members.

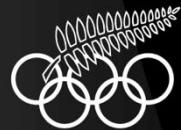
In part this raises the question as to whether it is better to take a ‘hard’ or ‘soft’ target approach to achieving gender diversity. The chosen approach requires an understanding of whether organisations (or countries) are able to work effectively within socially agreed norms and regulations. For example, a reported target without a consequence may achieve a shift in behaviour if social pressure is sufficient to achieve the required outcome. In other



scenarios, a harder approach (with sanctions imposed for non-compliance) may be better adopted to ensure compliance across a group.

The important role of political institutions, including governing parties and legislation is often neglected in the discussion of diversity and the most successful implementation of quotas as an effective tool for change. This is surprising given the extensive worldwide debate and legislation regarding the establishment of gender quotas in boards (Kanter 2012; Reding 2012). Furthermore, once implemented, quota legislation generates the most substantial change to the representation of women on boards - far greater than any individual, firm, industry, or country-level factor previously identified (Terjesen et al 2014, Adams and Kirchmeier 2012).

As previously stated, New Zealand's social and political landscape is ripe for the consideration of quotas as a tool for effecting change in the sporting sector. Firstly, support for women in the workplace is continuously improving both via legislation and non-legislative practice. Secondly, left-leaning governments are more likely to support quotas for board of directors (Molina and Rhodes, 2007). This year New Zealand's Minister for Women Hon Julie Ann Genter launched an Action Plan for gender balanced leadership stating that at least half of the senior leaders (top three tiers) in the public sector will be women by the end of 2019, workplaces will be flexible "by default" by 2020, and finally that women will make up half of the directors on all state sector boards and committees by 2021 (Ministry for Women, 2018). Additionally, Hon Grant Robertson has pledged that his number one priority in the Sport and Recreation portfolio is "promoting the value, visibility and importance of support for women and girls" (SCHEDULE 4: Quotes from Champions for Change). Finally, path dependence tells us that previous decisions significantly influence future decisions and therefore, the current high levels of female representation in our government and the Prime Minister and her ministers' stated focus on inequality and women (The Guardian 2018, Beehive 2018) would suggest a favourable environment for the discussion of quotas in the sporting sector (Terjesen et al. 2015).



RECOMMENDATIONS

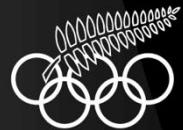
Sport as an industry in New Zealand prides itself as being representative of society. Sport produces role models that have a unique ability to influence society and it is through this mechanism, that sport has historically led positive change.

We believe that the following recommendations are essential steps to bringing about gender diversity within sport governance. By adopting these, the NZ sporting sector will ensure it can uphold its embedded values of being societal leaders and representative of our society.

We recognise that changing the gender construct of any organisation is a challenging task and is a journey that will take time. However, this discussion has been going on for more than 30 years - far too long - without meaningful change. Our assessment of gender diversity in the realm of New Zealand sport governance has resulted in the following recommendations separated into two sections:

- **Enablers:** Voluntary implementation of the recommendation;
- **Compliance:** Mandated implementation of the recommendation.

It is intended that if an NSO begins by implementing the Enabler recommendations they will ensure the organisation can easily transition to operating in a Compliance environment. These recommendations have the intention of affecting meaningful change in gender diversity and ultimately achieving gender equality in Sports Governance across New Zealand.



Enabler Recommendations

1. Solutions to Increase Demand for Women on Boards

Recommendation 1:

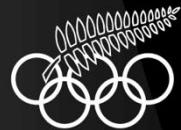
The adoption of a strategic tool box to readily allow gender diversity on boards:

- Regular Board evaluations
- Unconscious-bias training for all NSO board members
- Increasing the size of boards (in the short term) to create space for women and ensure diversity e.g.: co-opted members, internship programmes for future female directors
- Introducing maximum tenure
- Opportunities for females to Chair working groups to aid leadership training
- Gender balanced selection for shortlists (including blinded measures) and interview
- Recommend Chair and deputy Chair are represented by both genders
- Recruitment strategies that utilise language and channels known to be well received by female candidates

2. One Stop Shop for Gender Diversity in Sport Governance

The numerous support and advocacy groups that are established and the SNZ / Appoint Better Boards '20 More' initiative is evidence that supply is now not the major obstacle to achieving gender diversity in NZ sport governance.

It has been identified that these advocacy groups are all working in isolation to achieve similar outcomes. As we move along the continuum to affect change, we recommend it would be effective and efficient for these advocacy groups to strategically align to achieve a more consistent collective voice. Additionally, integration of women into established governance networking environments (traditionally male dominated) is critical to achieving effective gender diverse governance.



We recommend the development of a central resource that assists NSOs to identify and recruit female candidates (including a database of women seeking governance roles) within sport along with tools and resources for women seeking governance roles is required. We recommend this resource be driven by SNZ.

This 'One Stop Shop' should:

- Provide information on support and advocacy groups;
- Provide information on governance courses and training opportunities e.g. SNZ Sport Tutor: Sports Governance 101
- Facilitate gender integrated networking opportunities;
- Provide transparent and publicly available information regarding future board vacancies;
- Generate a rolling calendar of NSO board terms and upcoming vacancies;
- Provide NSO Boards with a centralised database of board ready women candidates.

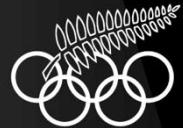
Recommendation 2:

The development of a central One Stop Shop resource that facilitates the supply of board ready women with the demand of NSOs.

3. Champions for Change

It is the principal role of the Chairperson and CEOs to manage and provide leadership and, as they are a critical influencer around the board table, they are an effective single point catalyst to affect change within an organisation. We believe the Champions for Change model can be effectively applied to the sporting sector in New Zealand. Obtaining the backing of current NZ NSO Chairs and CEOs will initiate a true call to action both inside and out of their organisations.

A request of support for the Champions for Change initiative (SCHEDULE 2 - Email request to potential Champions for Change) was sent to a number of Reviewed NSO Chairs and sector leaders. We have received unanimous support for gender diversity in governance including a willingness to become active Champions for Change from across the sector (see SCHEDULE 3: Willing Champions for Change and SCHEDULE 4: Quotes from Champions for Change).



We intend for the Champions to review our recommendations and collectively sign a pledge (SCHEDULE 5 - Champions for Change Gender Diversity in NZ Sports Pledge) that commits them to advocacy alongside actionable and achievable outcomes.

Recommendation 3:

Actively engage identified Champions for Change within the New Zealand Sports sector. Drive visible communications using the credible ‘voices’ of Champions for Change to enhance buy-in, instigate action in others and create public accountability of actions.

4. NSO Constitution

The NSO constitution has been identified as a pivotal document that can either enhance or hinder change depending on its construct. Ensuring that the constitution is written to allow for diversity to be achieved is critical. Gender diversity clauses, ideally within constitutions, or alternatively as a separate policy need to be implemented across all NSOs.

SNZ have the ability to mandate the presence of a diversity policy within all SNZ/HPSNZ funded NSOs. This would be enhanced by SNZ/HPSNZ encouraging NSOs to consider including the target of 40% representation of each gender in their constitutions. Annual collective sector reporting on the number of women on NSO boards will also increase the effectiveness of the diversity policy.

4.1 SNZ Model Constitution

The current SNZ Model Constitution reference to gender balance on the board is insufficient to practically ensure gender diversity of its composition. We recommend that the SNZ Model Constitution is updated to include a gender diversity policy that aligns with their publicly stated targets and ensure NSOs are obligated to implement the policy.

Key aspects of the model constitution that will allow diversity to be initiated are:

- Provision to allow variation in the balance of Elected vs Appointed members (ie. greater numbers of appointed members)
- Term of member positions;
- Formalised composition of the appointments panel to include a requirement for gender diversity;



- Board Skills and Competency Framework to increase the importance of diversity, particularly gender diversity, when assessing all candidates.
- Opportunities to co-opt members if required to achieve gender balance (as per the Paralympics NZ Constitution).

4.2 NSO Board Appointment Policy

When considering the composition of the BAP it is imperative that gender diversity is a formalised consideration to reduce the risk of affinity bias ensuing. We recommend that all NSO's implement a BAP policy that ensures that gender diversity is required in the composition of this panel. It is also important to consider the language used, and placement of, board position advertisements to ensure it appeals to a diverse audience.

4.3 SNZ Governance Mark Modification

The Governance Mark assessment criteria for diversity is ineffective in its ability to encourage and drive actionable outcomes for gender diversity as it does not mention gender specifically. Assessment criteria for the Governance Mark need to be aligned to the strategy and specific objectives of SNZ. We recommend the assessment criteria be as follows:

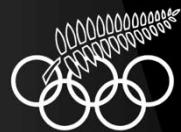
3.2 Diversity - The board has an active diversity policy

3.2a There is a policy stating that the board will aim to have a minimum 40% representation of each gender

3.2b The board actively seeks a diverse makeup of the representatives of the community it operates within

The downfall of the Governance Mark as a tool for change is that to achieve it is a lengthy and onerous process for NSO's. The opportunity to strategically single out and award individual 'marks' relevant to current sector strategic objectives will:

- Enable Governance Mark to affect real change at a faster rate,
- Assist in maintaining engagement and motivation of the NSO throughout the lengthy process to achieve full Governance Mark,



- Create more sector role models by showcasing those that are leading the way in specific focus areas.

Recommendation 4:

- (i) Mandate a gender diversity policy in all SNZ funded NSO's
- (ii) Update the SNZ Model Constitution to include a gender diversity clause that aligns with current SNZ targets
- (iii) Update the SNZ Model Constitution to ensure gender diversity on the BAP
- (iv) Update Governance Mark Diversity assessment criteria so that when adhered to it will affect desired change
- (v) Resource allocation by SNZ to facilitate implementation of constitutional change by NSOs
- (vi) Award a diversity badge to NSOs that meet the diversity element within Governance Mark

5. SNZ Optimising Diversity Award

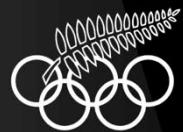
We recommend Sport NZ add an 'Optimising Diversity' award to the annual New Zealand Sport and Recreation Awards.

The award will assist in generating national visibility of the importance of gender diversity, it provides a recognition incentive for organisations to strive for and it rewards those that have made change and are leading the way. We need to tell the positive stories of organisations that have made the shift to an integrated and sustainable gender diverse operating model.

Much like how our elite sports people act as role models, we need our gender diverse organisations to act as role models for others to emulate and follow. Criteria for the award should be aligned to the wider recommendations we have made. See SCHEDULE 7: Suggested Criteria for an 'Optimising Diversity' Award.

Recommendation 5:

Create an 'Optimising Diversity' award at the Sport and Recreation annual awards dinner.



Compliance Recommendation

6. Implementation of a gender quota on New Zealand NSO Boards

In the context of the evolution of gender diversity, New Zealand's current political landscape, coupled with an increasing desire and acknowledgment from wider society that change is needed, the time is right to make a step change and implement quotas to effect sector wide change and normalise gender diversity in sport.

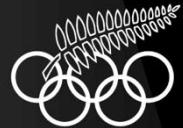
Over the past 20 years we have seen documented change in governance diversity across NZ NSOs, but this change has been at a glacial pace and it should not be allowed to continue at such a rate.

Our Enabler recommendations have been designed to prepare an NSO board to operate in what we have called a Compliance (or quota) environment. Our Champions for Change initiative shows 21 leaders within our sports sector unanimously support the need for gender diversity on our NSO boards (SCHEDULE 3: Willing Champions for Change). We strongly believe that if our first five recommendations above are implemented, we will achieve the desired outcomes over time. However, history shows that when left to voluntary adoption uptake is low, implementation is slow and is not achieving meaningful change. Therefore, we have concluded in order to truly achieve gender diversity within an acceptable time frame, it is necessary for gender quotas to be implemented across the governance of NZ NSOs.

The introduction of a quota system to enforce compliance should be a welcomed move. Quotas are essential to shift those NSOs that are struggling to make the change to create a truly gender diverse industry.

We recommend that a board must have a minimum of 40% representation of each gender. The rationale is that this allows the board the flexibility to ensure it fulfils both gender diversity and skill requirements. It acknowledges that many NSO boards are comprised of uneven numbers so an equal split is physically impossible. It also allows for the historically unimaginable and now possible gender split of 60% women and 40% men.

We also acknowledge that NSO boards are comprised of elected and appointed members. Ideally, we would see a diverse split of gender across elected as well as appointed members; however we recognise there are additional challenges to achieve this in comparison to a



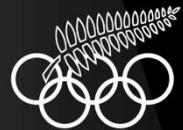
board of fully appointed members (as occurs in corporate governance). Where possible a 40%-60% split for elected members, as well as for appointed members would assist with the filtering of women in governance positions down to regional and grassroots levels of the organisation.

Finally, as identified earlier only 2 of the 14 Reviewed NSOs have a female chair. Diversity of board leadership is equally important and to improve this statistic we recommend that the Chair of the board and the Deputy Chair are different genders. This not only adds to the benefits created by gender diversity (as women will now be in leadership positions within a board setting), it also creates a pathway to governance leadership positions for both genders.

The success of a quota system relies on implementing consequences for non-compliance. SNZ's current target of 40% is viewed as soft compliance as there is no evidence to suggest organisations are put in the spotlight or face any other consequences if they fail to meet the target. SNZ's target regime is not achieving the desired results within an acceptable time frame. Whilst we have not performed a detailed analysis of the various consequential options, we have identified that both funding sanctions and the removal of the Chair as likely consequences that would hold enough weight to facilitate compliance. Further, measures to expedite quota achievement should also be considered.

Recommendation 6:

- (i) Implementation of a gender quota in NZ NSO boards requiring a minimum of 40% representation of each gender; and
- (ii) Gender diverse board leadership: Both genders must be represented across the Chair and Deputy Chair roles



Call to Action

A mandated move towards increased female representation at the board level sets the scene for diversity to drive down to all levels of the organisation so that sport as a whole can truly uphold itself as a role model for the sporting communities and our country. While we have taken a top down approach, solely looking through a governance lens, we also recognise that a bottom up approach to gender diversity in sport needs to be considered and developed in tandem. Ideally in the future we would see a minimum of 40% representation of each gender across regional sports organisation boards as well as NSOs and while we have not reviewed or undertaken research in relation to regional sports bodies, we expect that the implementation of quotas would promote change in the same was as we have advocated for at the NSO level.

We are confident that when implemented the recommendations outlined in this report will ensure gender diversity in the governance of New Zealand NSOs. New Zealand has been awarded the secretariat of the International Working Group for Women in Sport 2022. NSO boards should be required to meet the target of at least 40% representation of each gender by December 2021. Notwithstanding the level of compliance at that time, we would recommend that quotas be implemented in 2022.

It is imperative that we Walk the Talk and demonstrate to the world that gender diversity can be achieved. In order to do justice to the title of host to the IWG, New Zealand NSOs must be global leaders on gender diversity.



REFERENCES

Acker, J. (1990). Hierarchies, jobs, bodies: A theory of gendered organizations. *Gender & Society*, 4(2), 139–158.

Acker, J. (1992). From sex roles to gendered institutions. *Contemporary Sociology*, 21(5), 565–569.

Acosta, R. V., & Carpenter, L. J. (2012). Women in intercollegiate sport. A longitudinal, national study, thirty five update 1977–2012. Retrieved from <http://www.acostacarpenter.org/>.

Adams, R. & Kirchmaier, T. (2012). Making It to the Top: From Female Labor Force Participation to Boardroom Gender Diversity. *SSRN Electronic Journal*. 10.2139/ssrn.2192918.

Adriaanse, J. (2015) Gender Diversity in the Governance of Sport Associations: The Sydney Scoreboard Global Index of Participation. *Journal of Business Ethics*, 137:149-160

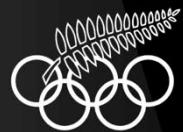
Adriaanse, J. A., & Schofield, T. (2013), Analysing gender dynamics in sport governance/: A new regimes-based approach. *Sport Management Review*, 16, 498-513

Australian Institute of Directors (2010). New Corporate Governance: Recommendations On Diversity Early Adopter Case Studies. Australian Institute of Directors

Bain & Company & Chief Executive Women (2015) The Power Of Flexibility: A Key Enabler To Boost Gender Parity And Employee Engagement. Retrieved from: https://cew.org.au/wp-content/uploads/2016/07/BAIN_CEW_REPORT_The_power_of_flexibility_Boosting_gender-parity-vF-1.pdf

Beehive (2018). New Zealand to host World Conference on Women in Sport. Retrieved from: <https://www.beehive.govt.nz/release/new-zealand-host-world-conference-women-sport>

Beeson, J., & Valerio, A. M. (2012). The Executive Leadership Imperative: A New Perspective on How Companies and Executives Can Accelerate the Development of Women Leaders. *Business Horizons*, 55(5), 417-425.



Britton, D. M., & Logan, L. (2008). Gendered organizations: Progress and prospects. *Sociology Compass*, 2(1), 107–121.

Burke, R. J., & Mattis, M. C. (2000): In Ronald K. Burke (Ed.), *Women on Corporate Boards of Directors: International Challenges and Opportunities* (14th ed.) Springer Netherlands.

Carter, N. M., & Wagner, H. M, (2011) *The Bottom Line: Corporate Performance and Women's Representation on Boards (2004–2008)* (Catalyst, 2011)

Center for Women and Girls. Retrieved from:
<http://www.womenssportsfoundation.org/en/home/research/sharp-center>.

Cockburn, R., Gray, K. & Thompson, R. (2007). Gender balance in New Zealand Olympic sports. Retrieved from: <http://women.govt.nz/inspiring-action-for-gender-balance/gender-balance-new-zealand-olympic-sports>

Cockburn, R (2017). Respect and Responsibility Review - New Zealand Rugby

Day, D., Gordon, S., & Fink, C. (2012) The sporting life: Exploring Organizations Through the Lens of Sport. *The Academy of Management Annals* 6(1): 1-37

DeLoitte 2017, Women in the Boardroom a global perspective
International Working Group on Women and Sport. (2012). Retrieved from
<http://www.sydney scoreboard.com/>.

Eagly (2005). Achieving relational authenticity in leadership: Does gender matter? *Leadership Quarterly*, 16(3)

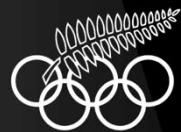
Ely, R. J. & Meyerson, D. E. (2000). Advancing gender equity in organizations: The challenge and importance of maintaining a gender narrative. *Organization*, 7(4), 589–608.

Ferrary, M. (2009, March 2). Soapbox: Why Women Managers Shine. *The Financial Times*

Global Women (2018). Retrieved from <https://www.globalwomen.org.nz/our-people/champions-for-change/champions-for-change-2/>

Greenhaus, J. H., & Beutell, N. J., (1985) *The Academy of Management Review* Vol. 10, No. 1 (Jan., 1985), pp. 76-88

Gregory-Smith, I., Main, B.G.M. and O'Reilly III, C.A. (2014) Appointments, Pay and Performance in UK Boardrooms by Gender. *Economic Journal*, 124 (574). F109 - F128.



Hawarden, R. R. J. (2010). Glass Networks: The Network Structure of Women Directors on Corporate Boards. Massey University of New Zealand.

Ibarra, H., Ely, R., & Kolb, D. (2013). Women Rising: The Unseen Barriers. Harvard Business Review, (September), 60

Joecks, J., Pull, K., & Vetter, K. (2013). Gender diversity in the boardroom and firm performance: What exactly constitutes a “critical mass”? , Journal of Business Ethics, 118, 61-72

Kanter, R. M. (1977) Men and Women of the Corporation. New York: Basic Books

Kanter, J. (2012, October 23). Europe postpones vote on gender quota plan. New York Times

Konrad, A. M., Kramer, V., & Erkut, S. (2008). Critical mass: The impact of three or more women on corporate boards. Organisational dynamics, 37, 145-164

Lapchick, R. (2012). The racial and gender report card. Retrieved from <http://www.tidesport.org/racialgenderreportcard.html>.

McAteer (2013) Gender Diversity Trends in the New Zealand Governance Environment 2003-2013

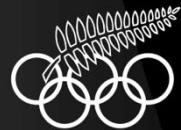
Male Champions of Change (2011) Our Experiences in Elevating The Representation of Women in Leadership. Australia: Australian Human Rights Commission

Mejia, Z, (2017, December 4th) Barack Obama says women make better leaders - and data shows he's right. Retrieved from: <https://www.cnbc.com/2017/12/04/barack-obama-says-women-make-better-leaders-and-data-shows-hes-right.html>

Ministry for Women (2018), Government plans to fix women's pay. Retrieved from: <http://women.govt.nz/news/government-plan-fix-women's-pay>

Ministry of Women's Affairs New Zealand (2013), Realising the Opportunity - Addressing New Zealand's Leadership Pipeline By Attracting And Retaining Talented Women. Ministry of Women's Affairs New Zealand

Molina, O., & Rhodes, M. (2007). The political economy of adjustment in mixed market economies: A study of Spain and Italy. In B. Hancke, M. Rhodes, & M. Thatcher (Eds.), Beyond varieties of capitalism: Conflict, contradictions, and complementarities in the European economy. New York: Oxford University Press.



National Council of Women of New Zealand (2015), Enabling women's potential, the social, economic and ethical imperative. Report prepared by the National Council of Women of New Zealand (NCWNZ), November. Available at: <http://www.ncwnz.org.nz/what-we-do/enabling-womens-potential-the-social-economic-and-ethical-imperative/> (accessed 15 January 2018)

New Zealand Cricket (2016), Women and Cricket Report, p10

New Zealand Rugby Union (2017). Retrieved from: <http://files.allblacks.com/NZRugby-website/NZRU-Constitution-Oct-2017.pdf>

Page (2018). Discussion with John Page (formerly SportNZ) regarding the response to the '20 More' initiative

Paralympics Constitution (2017, p. 6)

Pringle, J. K., & Strachan, G. (2015) Duelling dualisms: A history of diversity management. In: Bendt R, Bleijenberg I, Hentonnen E, et al. (eds) The Oxford Handbook of Diversity in Organizations. Oxford University, pp. 249-268

Reding, V. (2012). The route to more women on supervisory boards: an intelligent quota instead of inflexible requirement. Speech to the European Commission. November 27.

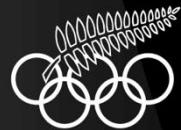
Seierstad, C. & Opsahl, T (2011), For the few not the many? The effects of affirmative action on presence, prominence, and social capital of women directors in Norway, Scandinavian Journal of Management, vol. 27, issue 1, 44-54

Shaw, S., & Frisby, W. (2006). Can gender equity be more equitable? Promoting an alternative frame for sport management research, education, and practice. Journal of Sport Management, 20, 483–509.

Shaw, S., & Slack, T. (2002). "It's been like that for donkey's years": The construction of gender relations and the cultures of sports organisations. Culture, Sport, Society, 5, 86-106

Smith, M., & Wrynn, A. (2013). Women in the 2012 Olympic and Paralympic games: An analysis of participation and leadership opportunities. Ann Arbor, MI: SHARP

Sport NZ (2016). 2016 NZOC Sport NZ Women on Boards Census Report. Sourced from Sport NZ



Sport NZ Governance Mark (2017). Retrieved from:

<https://sportnz.org.nz/assets/Uploads/SportNZ-GovernanceDocument.pdf>

Sport NZ Model Constitution. Retrieved from:

<https://sportnz.org.nz/assets/Uploads/attachments/managing-sport/strong-organisations/Sample-Incorporated-Society-constitution-NSO.docx>

Sport NZ, 2018. Retrieved from: <https://sportnz.org.nz/news-and-events/newsletters/articles/boardtalk-2-march-2018>

Sport NZ, 2018. Retrieved from:

https://www.governancenz.org/Category?Action=View&Category_id=581

Staines, G., Tavris, C., & Jayaratne, T. E. (1974), The Queen Bee Syndrome. *Psychology Today*, (January), 55-60

Straub, C. (2007) "A comparative analysis of the use of work-life balance practices in Europe: Do practices enhance females' career advancement?", *Women in Management Review*, Vol. 22 Issue: 4, pp.289-304

The Boston Club. (2011). The 2011 Census of Women Directors and Executive Offices of Massachusetts Public Companies: Making a Different. (2011). Boston, Massachusetts: The Boston Club

The Guardian (2018), New Zealand's Jacinda Ardern sets out priorities: climate, inequality and women, Retrieved from:

<https://www.theguardian.com/world/2017/oct/20/new-zealand-jacinda-ardern-priorities-climate-inequality-women-cannabis>

The Human Rights Commission. (2012). New Zealand Census Of Women's Participation 2012. New Zealand: The Human Rights Commission.

The Value of Sport and Active Recreation to New Zealanders (2017). Angus and Associates on behalf of SportNZ.

Terjesen,R., Aguilera,R.V., & Lorenz, R. (2014). Legislating a Woman's seat on the Board; Institutional Factors Driving Gender Quotas for Boards of Directors. *Journal of Business Ethics* 128: 233 -251

Ting, R., & Zheng, W. (2011). Female Participation in TMT and Firm Performance: Evidence from Chinese Private Enterprises. *Nankai Business Review International*, 2(2)

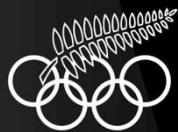


Torchia, M., Calabro, A., & Huse, M. (2011). Women directors on corporate boards: From tokenism to critical mass. *Journal of Business Ethics* 102, 299-234

Walsh, T. 2016. Achieving Diversity on the Board of New Zealand Rugby. Recommendations from the Working Group. (2016) Confidential report to the NZ Rugby Board.

Wilson, N., & Altanlar, A. (2009). Director Characteristics, Gender Balance and Insolvency Risk: An empirical study (May 30, 2009). Available at SSRN: [Abstract]. 2013

World Rugby (2017). Retrieved from <https://www.worldrugby.org/news/334890>



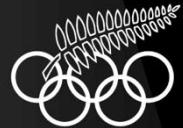
Schedule 1 – Reviewed NSO Board Gender Composition

This table shows the total numbers and percentages of women on the Reviewed NSO boards over the period since 2009 (Sport NZ, 2016). The 2018 figures have been collected from information provided on each NSO's website.

The Sport	No	2018	No	2016	No	2015	No	2014	No	2013	No	2009
Netball	4/7	57%	6	75%	7	78%	7	78%	5	63%	6	75%
Paralympics	4/8	50%	3	50%	3	38%	2	29%	1	14%	0	0%
Hockey	4/8	50%	3	33%	3	43%	3	38%	4	44%	3	38%
Canoeing	3/6	50%*	0	0%	0	0%	2	33%	3	43%	1	14%
Cricket	4/8	50%	1	11%	1	13%	1	11%	1	11%	-	no data
Equestrian	4/9	44%	4	40%	3	43%	4	44%	4	57%	2	25%
Snowsports	3/7	43%	3	43%	2	29%	2	29%	1	14%	-	no data
Yachting	3/7	43%	3	38%	3	38%	2	25%	1	14%	1	13%
Swimming	2/6	33%	2	33%	3	43%	1	17%	3	38%	1	13%
Athletics	2/7	29%	2	29%	2	29%	2	29%	1	14%	1	14%
Cycling	2/8	25%	2	25%	1	11%	2	25%	1	13%	0	0%
Rowing	2/9	22%	4	44%	3	33%	2	29%	2	22%	1	13%
Football	2/10	20%	2	22%	2	25%	1	14%	1	14%	1	13%
Rugby	1/9	11%	1	11%	0	0%	0	0%	0	14%	0	0%

*Canoe Racing currently has a 50/50 gender split on its board, however there is currently one vacancy on the board.

*Equestrian board currently has one co-opted (non-voting) board member, who is male. This makes overall numbers 4 of 10.



Schedule 2 - Email request to potential Champions for Change

SUBJECT: We want YOU to be a Champion for Change

Hi XXXXX,

We need more women on boards in our NZ sports industry. Diversity around the board table ensures better decision making and greater performing organisations.

In the 1990's Sport NZ identified the lack of gender diversity on boards as an issue and implemented a target of 20% women on boards. Today in 2018, that Sport NZ target has been raised to 40% women on boards. But with many of our major NSO's still striving to reach that seemingly achievable target there is still work to be done. Across our National Sports Organisations we currently have 36% women around the board table. Sure this is progress, but in over 25 years it is change at a glacial pace.

Our group is a sub-group of NZ Olympic Committee Women in Sport Leadership Academy (WSLA). Women's advancement for the betterment of all is at the heart of our leadership values and the foundation that the WSLA programme is built on. We have an opportunity to play our part in effecting change and would love your support to help us make a difference to the gender diversity in governance of sport in New Zealand.

We have reviewed credible literature and assessed the international and national landscape, alongside trends, barriers and drivers to achieving gender diversity in governance within New Zealand. Our full report will be published in the coming months.

Identified as a driving force to create change are 'Champions for Change'; Respected and influential male chairs and directors actively influencing and creating gender diverse boards. This initiative has proven international results to convert targets to action and we believe Champions for Change will have a significant impact in achieving gender diversity in New Zealand sports governance.

WHAT:

- A Champion for Change means proactively supporting gender diverse boards.

WHY:

- Gender diverse boards allow inclusive and diverse decision making which improves organisational performance
- Females are an integral part of our sporting system, as participants on the field, as coaches, administrators and as household influencers of our children's participation.



- It is imperative the female perspective is considered at a governance level to optimise decision making.

This is where YOU can help. We have identified YOU as having the potential to be a Champion for Change.

HOW you can help:

Providing us with a short quote on your thoughts around gender diverse boards that we can include in our report that will be presented to industry leaders at a function at Government House in September. Once the final draft is completed we will share this report with you prior to the presentation to ensure you are happy with the context of your contribution.

Your quote could include, but not limited to, your thoughts on:

- The current state of diversity in NZ Sports Governance;
- If you support gender diversity and why;
- What practical steps you believe we need to be undertaking to create gender diverse boards;
- Encourage others to become Champions for Change

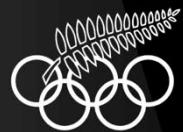
Through your leaderships and support YOU have the ability to instigate further change and ultimately equality in governance diversity.

We hope you will support us in our quest for gender diverse boards in the NZ sporting sector.

If you could send your response by return email by June 26th that would be much appreciated. If you wish to discuss any aspects of this email or the wider topic of gender diversity please give me a call as I would be happy to chat.

Regards,
Ali Shanks 0211457719

On behalf of the Women in Governance Project group of WSLA 2017:
Beth Smith, Kim Archibald, Shane Collins



Schedule 3: Willing Champions for Change

The following leaders currently working within NZ Sport are willing Champions for Change:

Sector Leads

1. Hon Grant Robertson Minister for Sport and Recreation

Sport New Zealand/ High Performance Sport New Zealand

2. Bill Moran Chair Sport NZ & High Performance Sport NZ
3. Sir Paul Collins Chair Sport NZ & High Performance Sport NZ (2011 -
July 2018)
4. Peter Miskimmin CEO Sport NZ

New Zealand Olympic Committee

5. Mike Stanley President NZ Olympic Committee
6. Kereyn Smith CEO NZ Olympic Committee

National Sporting Organisations

NZ Rugby

7. Brent Impey Chair Rugby NZ
8. Steve Tew CEO Rugby NZ

Paralympics NZ

9. Selwyn Maister Chair Paralympics NZ

Snowsports NZ

10. David Wallace Chair Snowsports NZ

Rowing NZ

11. Gerald Dwyer Chair Rowing NZ
12. Simon Petersen CEO Rowing NZ

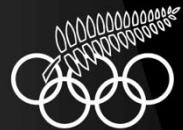
NZ Cricket

13. Greg Barclay Chair NZ Cricket
14. David White CEO NZ Cricket

Cycling NZ

15. Tony Mitchell Chair Cycling NZ

Football NZ



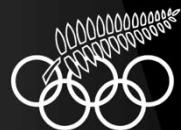
16. Deryck Shaw Chair Football NZ

Hockey NZ

17. Michael Bignell Chair Hockey NZ
18. Ian Francis CEO Hockey NZ

Sport Sector Directors

19. Tonia Cawood Chair Waikato/BOP Chiefs Rugby Franchise
20. Liz Dawson NZ Cricket Board member, NZOC Board Member
21. Dianne Williams Chair Netball Northern Zone,
World Masters Games Board Member



Schedule 4: Quotes from Champions for Change

Hon Grant Robertson – Minister for Sport and Recreation

"I am proud to say that I've made promoting the value, visibility and importance of support for women and girls my number one priority in the Sport and Recreation portfolio. Governance is a key part of creating a strategic approach for effecting change, and I believe change starts with recognising a current deficit at the top echelons for women in our sector.

Sport is at the heart of our country's identity. It's important to the fabric and health of our society, and to our national identity. As such, we need to make sport more representative of our identity – as an inclusive, diverse country where we value everybody and what they bring to the table.

Gender diversity on sport and recreation sector boards reinforces that identity. I'm pleased to see the great progress Sport NZ has made recently in achieving gender parity on its own board, and in working across the sector to close in on its initial 40% target for women on sport and recreation boards. Next stop 50%.

Targets like this are important. They're how aspiration becomes reality. It's my vision that we will see leadership and governance in this sector reflect our diversity as a country, and equity for all New Zealanders. I believe we're at our best when we come together – *that works in the board room just as it does on the playing field.*

I fully support diversity in governance and am proud to support this important initiative."

Bill Moran – Chair Sport New Zealand and High Performance Sport New Zealand

"We know from international literature and evidence that diverse teams and organisations perform better, are more creative, and are better at solving problems. And performing better has never been harder with rapid disruptive changes to our operating environment.

New Zealand and the world look vastly different than a generation ago. We are getting older and younger, more globalised and localised, more tech savvy and wary, more geographically concentrated and diffuse, and more connected and disengaged, all at the same time. How we live and who we live with is changing. We have different kinds of families, different aspirations, and different expectations of government and public and private sector organisations. The problems that we look to solve today require differentiated and personalised, and less commoditised, solutions. Creative thinking has never been in such high premium.



Diversity of thinking is the key to finding new solutions. Whether it is more diversity in the leadership and management of organisations, or more diverse teams on the work floor, teams of diverse thinkers have greater problem-solving capacity. We must recognise that diversity and inclusion is not a fad that is here today and gone tomorrow – it is a visceral, systemic change to the way we value the people in our society and utilise their skills to the fullest potential for their and society’s benefit.

To be inclusive, we must be a mirror of the diverse society in which we live: around half of our population is made up of women and around thirty percent is made of people who identify as Māori, Pasifika, and Asian. Diversity of our government representatives in Parliament has grown remarkably under MMP, and the rest of society should be following the lead.

Sport NZ faces the same challenges as other organisations. The goal of raising the level of participation in sports and recreation requires different approaches and ways of connecting to different populations of New Zealanders. But we know that being an inclusive organisation will make us stronger, more resilient and insightful. It will help us to understand the present and better anticipate the challenges and opportunities that may arise in the future.

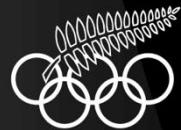
Diversity and inclusion has to start with each of us. It goes to our personal leadership. We need to be bold and show courage.

With recent appointments, the Sport NZ board is now 50/50 gender balanced, as is the Senior Leadership Team. Women outnumber men on the High Performance Sport NZ board – however high performance management systems and processes must be adapted to reflect a space in which women see a place for themselves, and we need to grow the pool of women to fill management roles.

We have made progress to date without an overarching strategy, and we know we have more work to do in ensuring that it is sustainable. We are developing diversity and inclusion strategies that will drive our intention to go from good to great, not just at governance level but right through both organisations. For organisations in the sport and recreation system, it is time to draw a line in the sand. We need to adopt as bottom lines hard measures of success: for example, using a range of 45-55% for gender diversity and 25-35% for ethnic diversity across organisations, including leadership and management. If we don’t, the system will not achieve its full potential.

If we are diverse, to borrow the words of Maya Angelou, a board (or organisation or system) is like the free bird that leaps on the back of the wind and floats downstream till the current ends and dips its wings in the orange sun rays and dares to claim the sky; caged by exclusion, a board (or organisation or system) stands on the grave of dreams, its shadow shouts a nightmare scream, its wings are clipped and its feet are tied.”

Sir Paul Collins, Previous Chair Sport NZ and High Performance Sport NZ



"In the 1980s and 1990s Board Appointments in industry in particular but also in sport were made via the old boys network. Nomination Committees and Appointment Panels were the exception rather than the norm. Female representation was virtually non-existent. In the 2000s this has started to shift - initially a female board appointment was largely tokenism - today it's a reflection of the very real strength to be gained from a strong and diverse board. The quality of board discussions are enhanced with a direct benefit of better decision making leading to greater acceptance from the constituent audience.

While the increase in representation of women on sports boards has increased by some 10% to around 37% in the last five years represents a step change, more needs to be done not just in some of the excellent programs designed to make women "board ready" but also in ensuring the appointments panels have a genuine understanding of the strength of a quality gender diverse board."

Peter Miskimmin, CEO Sport NZ

"I believe leadership is critical to the success of any organisation, and diversity is an important component of effective leadership. Organisations with women on their boards perform better: they are more innovative, have greater employee loyalty, and more satisfied customers.

Six years ago, the Sport NZ Board set a minimum target of 40% women on average across the 70 organisations we monitor – last year we hit 37% thanks in part to our Women in Governance programme, which includes scholarships and a strong mentoring programme. This year we switched focus with the '20 More' programme, realising that just 20 more women would get us to 40%. An astonishing 240 women applied and such was the talent we have made a significant additional investment.

From my perspective, we don't have a supply side issue, we have plenty of incredibly capable women ready to contribute to Boards. What we need to do is work more intensely and create greater expectations on the demand side, the role of sport sector Boards to be more open and proactive in the recruitment of more women on Boards and in management. Put simply, we have many Board ready women, but not enough women ready Boards. This has to change if we are to close the gender gap.

Finally, I'm proud that the recent appointments of Raewyn Lovett and Dr Farah Palmer to Sport NZ board and Jennah Wootten to the senior executive team at Sport NZ brings much needed gender parity across our Sport NZ Board and Executive team, and means we're leading by example.

I fully support the Champions for Change initiative as a vehicle for achieving gender equality in sport governance in New Zealand."

Michael Scott, CEO High Performance Sport NZ



"Female athletes contribute significantly greater than 50% of New Zealand's success on the international sporting stage and yet females remain under-represented across high performance leadership and coaching roles. As an organisation, HPSNZ is committed to improving greater diversity and inclusivity within the organisation and across the high-performance system.

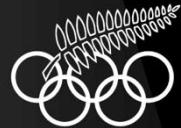
We believe we can take a proactive approach to address the current gender imbalance in the high performance system by establishing the 'Women in HP Sport Advisory Group' to create the right environment and opportunities to enable a greater representation of women in leadership and coaching positions. The Advisory Group will look to join key stakeholders from across the sector to drive change specifically through:

1. Professional Development – by providing recognition and opportunities for women that strengthen their candidacy for positions available within the NZ HP sport system
2. Informing – by improving awareness and provision of tools to identify and prevent unconscious bias; and
3. Enabling – by providing leadership for the NZ HP system to address barriers to women engaging in HP sport leadership and coaching roles.

Gender equality, diversity and inclusivity is not simply a tick-box exercise for us – we see it as a key strategy in creating a successful organisation and systems. That is why I am establishing a 'HPSNZ Gender Equity, Diversity & Inclusion Action Group' that will have an internal focus to develop and support strategies and deliver outcomes in this critical area. By empowering leaders from different backgrounds, we will bring diversity of thought, leadership and innovative insight to the New Zealand system.

We have a strong international workforce, who have bought their individual insights from far and wide to strengthen the system, but research has shown that having greater gender diversity in leadership helps teams to perform better; with 87% making better decisions, up to twice as fast. Our board is 63% female, but there are currently no female managers within our Senior Leadership Team and only 44% of our management positions have female incumbents. We need to work on this and ensure diversity is at the forefront in all our strategic approaches.

The 'Women in HP Sport Advisory Group' and 'Gender Equity, Diversity & Inclusion Action Group' aims to ensure this is the case. As such, I fully support the *Champions for Change* programme, to drive greater gender equality in sports governance and inspire the current and future generation of high performance leaders."



Mike Stanley, President NZ Olympic Committee

"Happily New Zealand has one of the highest participation rates in sport for both men and women. Sadly, this isn't matched by women's representation in sport's decision making roles, particularly at Board level. This is a missed opportunity and a waste of talent that our small country can ill afford. We have one of the most inclusive sporting systems in the world and that needs to extend all the way to Board level. Diverse boards make better decisions for all members, understand the real world experience of both men and women and have a broader lens on the complex issues Boards have to face. We should all want women to have the same opportunity to contribute as men do – that's not only fair, but it's a legacy we can provide future generations, for the benefit of us all."

There are no excuses for this not to happen. Make the commitment, show leadership and become a "Champion for Change".

Kereyn Smith, CEO New Zealand Olympic Committee

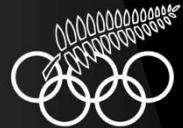
"The time is well overdue for women to play an equitable role in the leadership and governance of the sports they perform in and are passionate about. Empowering women and girls and creating inclusive sporting cultures will be the key to successful and sustainable sports organisations in the future. This will take courageous and affirmative action."

Brent Impey, Chair New Zealand Rugby

"There has historically been a reluctance in sport to address diversity issues whether gender, ethnic, sexual orientation, or other. In my opinion that can be put down to two things; an inherent conservatism and the structure of sports governance which has been member based.

As society has evolved, and the pace of change has accelerated, sport has struggled to keep up. In rugby, we have recognised this, and embarked on a programme to increase diversity on our boards, with a particular focus on gender. At last count, there are 38 women on our Super Rugby and provincial union boards, and growing quickly. In my view there are three essential elements to transformation in this space;

- 1) Culture. This involves creating a culture where women are comfortable and confident. This can be hard stuff, and requires a full and deep commitment. It involves changing some long held beliefs, loss of control, traditional beliefs and a "if it ain't broke, don't fix it" mentality.
- 2) Leadership. The organization's leadership must fully embrace diversity. This leadership must be genuine and measurable, so as to be accountable. This includes moving some of those long held perceptions and beliefs and fundamental changes to the structure of the organization. Constitutional change becomes vital. Examples are moving to a fully appointed governance model (or in the case of NZR a model where there has been a change from 6 elected/3 appointed to 6 appointed/3 elected). Other areas of leadership include mentoring programmes for future directors, industry forums for women, specific training, and work place flexibility.



- 3) Including gender diversity in all strategies wherever possible. This means that the topic always remains top of mind. In that way, people who have alternative entrenched attitudes or don't embrace diversity (and this includes both men and women) either have to join in or depart the organization. From there, processes can be put in place to achieve objectives."

Steve Tew, CEO Rugby NZ

"Sport, and rugby in particular, has historically been conservative around the evolution of its governance. As a result we have struggled to attract woman directors and committee members at all levels of our game. Clearly this places rugby at real risk of becoming isolated from a major proportion of our population and suffer from decision making that is not enriched by divergent thought.

We have been proactive over the past 2-3 years and amended constitutions and changed attitudes that have seen an increase in woman making themselves available and being elected and selected on to our boards. There is some way to go and that is why as leaders we must put in place measures to ensure rugby at all levels is seen as inclusive and welcoming. This requires direct interventions such as:

- Committing to and creating a culture that is welcoming and inclusive
- Constitutional and regulatory change to ensure the process of selection is fair and unbiased
- Gender-balanced selection panels
- Gender -balanced KPIs that are clear, measurable and time bound
- Peer support groups for woman Directors
- Training and monitoring of fellow board members to ensure welcoming and inclusive behavior, Flexibility with regards to meetings and work programs
- A genuine and proactive leadership attitude to diversity of thought.

In rugby we have implemented or at least started many of these interventions and they are making a difference, built there is still more to be done."

Selwyn Maister, Chair Paralympics NZ

"In Summary: Organisations need to capture 100% (not 50%) of the population's knowledge, skills and perspectives in their governance Board.

- Diverse boards generate better decisions than homogeneous Boards.
- More diverse boards assist in the development of a better culture in the organisation.
- Diverse boards better capture the perspectives of the communities in which they operate and assist the organisation to meet their social responsibilities.

The boards of sporting organisations are no different from governance bodies in other sectors of our community and thus they need to seek greater diversity, especially gender diversity, to improve their decision making. I thus encourage all sports to seek this important balance around their board tables."



David Wallace, Chair Snowsports NZ

"Snowsports NZ has, and has always had, broadly equal numbers of male and female competitive athletes. This has now flowed through to a good balance of females and males on our board. While the transition from a male dominated board was not consciously driven, it has meant that as a board we are very effective in our discussion and decision making. Our new challenge is growing female representation on our sport committees and in our coaching staff where there continues to be a real male dominance. This change will take time but for the organisation to be more effective at all levels needs to happen. Maintaining diversity at the board level is important to us on a higher level than just counting the numbers as it allows us to promote diversity across the organisation and the wider competitive snow sports industry leading to better outcomes for athletes, coaches, volunteers and all stakeholders."

Gerald Dwyer, Chair Rowing NZ

"I would be delighted to assist as a "Champion for Change". In my observation there now exists a very much heightened sense of awareness of the need for gender diversity within the area of sports governance in New Zealand , than had been the case, say, even five years ago.

In my own sport (Rowing) it is perhaps relatively easy to appreciate this need, given that females make up at least fifty percent of active participants in the sport. A female perspective is therefore vital if we are to ensure that Board decisions impact positively across the entire membership of the sport.

Over the years it has been a privilege to work with many highly talented board members, who also happen to be female - and so, in a wider sense, female perspective or otherwise aside, we do a disservice to our sporting organisations if we fail to elect or appoint the most capable persons to our sporting boards by continuing to ignore or overlook one half of the talent/gene pool ."

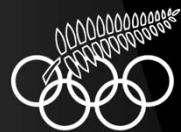
Simon Petersen, CEO Rowing NZ

"Dominant on the water, our High Performance programme is backed by an open and transparent governance process that encourages gender diversity – we seek gender balance on our board, to reflect the strength of our male and female crews, on the water."

Greg Barclay, Chair New Zealand Cricket

New Zealand Cricket has as its strategic objective to make "Cricket a game for all New Zealanders, a game for life". Quite simply, we cannot be true to our clearly stated strategic imperative unless we include females as part of a drive to make the game accessible to all New Zealanders.

In 2015 we commissioned a report prepared by Sarah Beaman to help identify what needed to be done to address a lack of participation by females in what is recognised as the country's leading summer sport. The subsequent Woman and Cricket report was far-reaching and somewhat damning in its



conclusions but NZC has taken its findings on board and is committed to making the changes, and investment, necessary to ensure that we redress our gender imbalance within the sport.

We are doing this, not just because it is necessary, but because it is the right thing to do. Cricket is a great game with the ability to make positive change and should be available to be accessed equally by females as it is by males.

To that end, we identified that change, first and foremost, needed to be made at a governance level and we have moved quickly to get better representation at national and regional level. We now have three female directors at NZC and our first ever female president, so in our board room we now have four females out of a total of nine representatives. I can attest that this has contributed in a significantly to improving the decision-making process in our governance, not least of all when it comes to addressing our drive to greatly increase female participation within the sport.

Likewise, at regional level we are seeing greater numbers of females being introduced to Major Association boards as this initiative begins to really pick up speed. I'm delighted that NZC are leading the way in gender diversity across the sport and that this will not only benefit cricket in a big way but, ultimately, will also be a positive driver for change in sport generally in New Zealand.

We are pleased to be involved with Champions For Change. It is a great initiative, and we're hopeful that our gender strategy may provide strong direction for other sports to follow. We would be happy to provide whatever assistance we can to further support this programme.

Tony Mitchell, Chair Cycling NZ

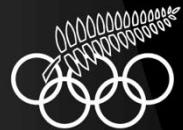
Gender diversity around the boardroom table raises the standard of governance, but it is much more than just a numbers exercise, it is about championing an environment for change and creating a better society.

The pure numbers for gender diversity around New Zealand NSO board tables show progress with 36% of these roles being filled by women vs a target of 40%. That said, more is required to break free from traditional thinking within boards in order to benefit from what gender diversity can offer. This change requires selfless and bold leadership by the chairperson to champion change not only in the gender mix, but also to facilitate the right environment for the whole board and organisation to benefit from greater diverse thinking that gender diversity brings.

These champions for change need to take ownership for breaking down these barriers on their boards by improving the gender balance and creating a governance environment where all voices can be heard. The rewards from gender diversity is enhanced discussions and decision making at board level, which is evident by increased openness in conversation, a greater degree of consideration on topics and improved empathy for all stakeholders.

Practical steps to achieve this start with appointment of the right chairperson and the board committing to a gender diversity goal with a 2 year time horizon.

I encourage all board directors and chairs to be selfless in working towards gender diversity.

**David White, CEO New Zealand Cricket**

There are many reasons behind NZC's push for more gender diversity in the boardrooms – but none more so than the plain and honest truth that it is simply the right thing to do. If cricket really is to be “a game for all New Zealanders, and a game for life” – a strategic goal we view as our guiding light, then it's incumbent upon the game to better engage with women. The best place to start? The boardroom.

NZC released in 2016 the results of an independent report into the health of its relationship with women. It wasn't pretty. One of the key recommendations to emerge involved creating better gender diversity on the predominantly-male boards around the country, and at all levels of the game. The results since then have been encouraging, both in terms of the increased numbers of women in governance, and benefits of having better gender diversity in terms of our decision-making.

Of NZC's eight-strong board plus president, four are female. Our major associations have all increased the representation of women on their boards: Wellington has a 50:50 split. The smaller district associations are following suit, as are the clubs. But it hasn't all been about simply appointing more women. We've learnt we need to be more pro-active than that – we need to create better accessibility for aspiring women directors and provide more resources and tools to assist in their development.

The benefits of better gender diversity on boards are, frankly, too important to ignore or obstruct. We know businesses with a healthy gender mix at board level fare better than those without. We know gender diversity on boards enhances our conversations by drawing on a greater range of perspectives. And we know that those boards which visibly demonstrate a place for women are more likely to inspire other women to take on similar roles.

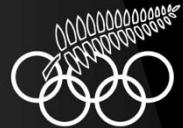
All of which are great reasons to embrace the philosophy of gender diversity on our boards. But the best one of all? It's simply the right thing to do.

Deryck Shaw, Chair Football NZ

“Excellence in community and high performance sports management and governance are founded on evidence, insight, good foundations and robust decision environments. These are reliant on both management and board diversity of composition and thought. Board gender diversity assists in creating strength and resilience in our decisions and ensures that a range of perspectives are present at the board table. Good decisions are not the preserve of any gender and diversity in opinions and ways of thinking are essential to the success of any board and good boards can use differences to foster opportunities, not restrict them.”

Michael Bignell – Chair Hockey NZ

“In my experience diverse thinking is a pre requisite to better decision making. Pleasingly in taking on the responsibility of Chair of the Hockey New Zealand board, gender diversity was a given and just part of the ordinary governance rhythm. As a result we can focus on the next layer of diversity and build greater cultural and age representation.”



Ian Francis – CEO Hockey NZ

"Hockey New Zealand has had a gender diverse board since 1988 as governed by our constitution. In my time as Chief Executive for Hockey New Zealand, I have appreciated having a gender diverse board. The balance of discussion and actions as a result have driven many decisions which have shaped the positioning of Hockey New Zealand. Having a gender diverse board has brought different opinions and backgrounds into the decision making at a governance level and this has enabled us to move forward and continue to grow as a sport.

I would encourage other sporting organisations to have a fully diverse board and recognise the advantages that this decision can bring to your organisation. Having an 'equally amazing' gender diverse board and sport is something that we are immensely proud of and will continue to foster moving forward."

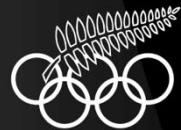
Tonia Cawood, Chair Waikato BOP Chiefs Rugby Franchise

"Leadership gender equality, especially at the governance table where significant influence and decision making takes place is just common sense, it is also evidenced to be effective in driving progress and better performing organisations and therefore improving the wider communities they connect with.

The issue is – gender diversity sense is not yet common. There is still work to be done to interrupt the 'do the same thing get the same result' thought process, particularly around governance appointments considering bringing gender diversity status. I've personally been involved with boards who have acted consciously to ensure improved gender diversity, easily being able to appoint capable females who met skill and characteristics through a robust appointments process. I've also been involved with boards who've not taken diversity into consideration and I've observed what I will kindly call 'unconscious bias'. My experience was that those directors leading those conversations and processes (such as what I will call closed circuit shoulder tapping) were of an era where females in leadership, and in particular governance, was not their 'norm'. It takes voice and the use of the very available research-based evidence to generate their thinking toward actively working to gender diversity, without their conversation having any part of 'tokenism'.

New Zealand's female leadership capability, particularly in sport sector is very rich. There is no lack of governance educated board ready women who are willing to invest their time, intellect and diligence - often for volunteer roles. There is also and no lack of connection to these leaders thanks to the work of Sport NZ, NZ Olympic Committee and Appoint Better Boards programmes. That latent capability cannot gather momentum towards gender equality and therefore improved performing organisations and a better New Zealand unless those who are the decision makers of appointments are activating their common sense and instating the overdue new normal.

One example of an action taken, was creating an opportunity to add value to an emerging female leader in governance, and for her value of skills and thought processes to be of value of a board I am on (and the only appointed female director of a board of seven), was to work with the Institute of



Directors Future Director Programme for her 12 month mentored term. It was an easy board conversation, initiated and led my male colleagues, and easily processed – the framework of agreements and connectivity to the network all set up to access.

Those of us privileged to serve in leadership roles are responsible for keeping the conversations alive at the board table and role model the conversations and actions for management in their appointments of leaders within the organisation. We need to have the nous to speak out and suggest a pathway forward to achieve gender diversity for the proven enhancement of us all.

Are you doing your bit to champion common sense for a better New Zealand?”

Dianne Williams – Chair Netball Northern Zone, World Masters Games 2017 Board Member

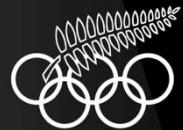
“Diversity of thought at the Board table is critical to the performance of any organisation, whether a business or not for profit. In particular having people at the table that represent all key stakeholders is vital. In sport, this means representing not just the athlete participants, but also the volunteers, the administrators and the fans. Females are absolutely integral to the sport sector in each of these roles, and of course in supporting youth participation so it is essential that the female voice is heard at the governance level.

Diverse boards that encourage inclusive and diverse contributions from the broader stakeholder group are proven to outperform those with less diverse leadership. It seems to me that women’s sport boards tend to be more balanced than those in traditionally male dominated sports – we still have quite some way to go to break down the barriers, but I have no doubt there is a ready supply of board ready women – we need to encourage more women to put themselves forward, and we need more boards to actively work towards balancing their boards when recruiting.”

Liz Dawson - NZ Olympic Committee Deputy Chair, Cricket NZ Board member

“It has been my great pleasure to have been the “sounding board” for the team who have produced this important piece of work. To have observed the growth in the capability and capacity of these women, is probably one of the most important outcomes ... it is a fine example of what happens when women feel empowered and supported in leadership learning and development.

As the Report finds, Sport is a microcosm of our society, and so, is a compelling platform to develop and grow great New Zealanders, to inspire and influence who we are a people and as a country. The recommendations recognise that as our society is diverse, positively including and welcoming 51% of our population in sports governance and leadership can only result in constructive consequences for New Zealand.”

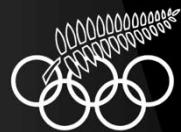


Schedule 5 - Champions for Change Gender Diversity in NZ Sports Pledge

I pledge a commitment to actively support and raise the value of gender diversity, in the boardroom, across our organisation and within the NZ sports industry.

I will:

- Actively advocate a change of mindset and behaviour by demonstrating commitment through action;
- Advocate for best practice governance approaches to gender diversity, including the incorporation of a gender diversity policy within the board constitution and policy for gender diverse board appointments panels;
- Advocate for the implementation of gender diverse boards, with a minimum of 40% representation of each gender.



SCHEDULE 6 - Countries who have implemented gender quotas

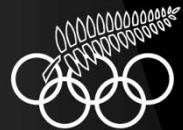
Table 2: Countries with gender board quotas Terjesen, Aguilera & Lorenz (2014)

Country	Quota	PTF[1]	SOE[2]	Passage date	Sanction
Norway	40%	Yes	Yes	December 2003	Refuse to register board; dissolve company; fines until compliance
Spain	40%	Yes	No	March 2007	Lack of gender diversity will impact consideration for public subsidies and state contracts
Finland	40%	No	Yes	April 2005	
Québec	50%	No	Yes	December 2006	
Israel	50% 1 WBD[3]	Yes	Yes	March 2010	
Iceland	40%	Yes	Yes		
Kenya	33%		Yes	August 2010	
France	40%	Yes	No	January 2011	Fees will not be paid to directors
Italy	33%	No	Yes	June 2011	Fines; directors lose office
Belgium	33%	Yes	Yes	2011 SOE:2017 PTFs	Void the appointment of any directors who do not confirm to board quote targets; suspend directors benefits

[1] PTF: publicly traded firm

[2] SOE: state owned enterprise

[3] Israel requires 50 per cent for SOEs and 1 female board member for publicly traded companies



SCHEDULE 7: Suggested Criteria for an 'Optimising Diversity' Award

To qualify as a finalist the nominated board needs to meet the following criteria:

- The current Sport NZ target of 40% female board representation (as a minimum);
- Board chair has signed the Champion for Change Pledge;
- Have engaged in the SNZ Governance Mark process:
 - Achieved the recommended revised SNZ Governance Mark 3.2 Diversity clause;
- In achieving the Governance Mark they will have:
 - A constitution that includes a gender diversity policy;
 - A Board Appointments Panel policy where gender is considered in the composition of the panel.



New Zealand
Women's Sport
Leadership Academy

