



NZR EQUITY DIVERSITY & INCLUSION STRATEGY PROGRESS UPDATE

EXECUTIVE SUMMARY

This paper is to provide an update on progress for the NZR Equity Diversity and Inclusion (EDI) Strategy and Plan.

21 EDI Plan actions are on the work program for 2021-22. Of these 13 are achieved and 8 are in progress.

BACKGROUND

The EDI strategy (see Appendix A) was signed off by the NZR board March 2021 to ensure that everyone can see a place for themselves in rugby. The strategy is built around four focus areas (Māori, Women, Pasifika and Rainbow communities), and five strategic pillars. A Culture, Diversity & Inclusion manager was employed to lead the implementation of this strategy in October 2021.



FOCUS AREA HIGHLIGHTS 2021-2022

FOCUS AREA: MĀORI

Māori are not only a population that contribute to the diversity of our people and participants, Māori are Tangata Whenua and Treaty Partners. Feedback from the Māori Rugby Board is that this partnership could be better represented in the EDI strategy, rather than listing Māori as one of four focus areas. It is acknowledged that Equity is still a relevant concept in relation to this partnership approach.

The Māori Rugby board successfully launched the Māori Rugby strategy alongside NZR strategy 2025. The Māori Rugby Development Programme was also nominated for the Sport NZ Sport & Recreation Jim Maniapoto Memorial Taonga for Excellence in Impacting Māori Participation as Māori. In 2022 NZR staff also had the opportunity to engage in te Reo Māori classes. As a result we have seen and heard staff using te reo Māori more regularly, and weaving tikanga into NZR meetings and events. The RWC2021 (played in 2022) engaged te ao Māori expertise, tikanga and Māori world concepts to greatly enhance not only the overall tournament but also the Black Ferns environment to great effect. NZR staff ensured relationships with Iwi and Māori were tika (customarily correct) and Pono (culturally safe) as evidenced in the introduction and use of Poi to stadiums with the full support of Iwi and te ao Māori.

The proliferation of authentic te ao Māori concepts and use of tikanga across Teams in Black has grown as part of these environments.



FOCUS AREA: WOMEN

Women's Rugby and women in the rugby system outside of NZR Staff, and Rugby Governance roles are out of scope for this report. Other domains for women are covered in the NZR Women and Girls Strategy (draft). This year NZR achieved gender balance on the Executive Team, increased female representation on the NZR board to 33% and worked collaboratively with Women in Rugby Aotearoa to produce a report on women's experiences in Rugby governance. This report was used to inform the development of the NZR Board Diversity Action Plan. Staff had the opportunity to attend the World Rugby Women in Rugby Summit, and the IWG Conference.



FOCUS AREA: PASIFIKA (PACIFIC PEOPLES)

NZR established a Pasifika Advisory Group in December 2021. This group, in collaboration with the NZR Pasifika Engagement Manager, is currently developing a Pasifika Strategy which will serve as a supporting plan for this focus area under the EDI strategy. In the lead up to Rugby World Cup, Black Ferns Management completed Pacific Cultural Competency Workshops led by NZR Pasifika Engagement Manager and NZR delivered the Championing Oceania Tournament to strengthen relationships and develop women's rugby in participating Pacific nations. NZR has also collaborated and partnered with a number of Pacific community groups and organisations, extending NZR's engagement with the Pasifika communities through Pasifika led organisations (including Ministry for Pacific People's, Moana Connect, TupuToa and LeVa).



FOCUS AREA: LGBTTQIA+ (RAINBOW)

Under the NZR Rainbow Ready Rugby plan, NZR successfully achieved Rainbow Tick reaccreditation in 2022. On 26 April, NZ Rugby offered the Provincial Unions the opportunity to commit to the Pride Pledge, with 7 have signed up and more that are keen to follow. In the week of 16 May 2022 NZR ran it's first ever **Ally Week** – a celebration of allyship in rugby with a series of actions including, media campaigns and staff events. On 30 September NZR won three categories at the Rainbow Excellence Awards, including the Supreme Award.

Weaving all four focus areas together, NZR ran a themed Test Match on July 16 “He Toa Takitini” which celebrated the diversity that exists within rugby through pro-social messaging and match activations.



EDI STRATEGY IMPLEMENTATION PLAN

21 EDI Plan actions are on the work program for 2021-22. Of these 13 are achieved and eight are in progress. Additionally, 19 EDI Plan actions are on the work programme for 2022-23. Of these, four are in progress and one is at risk. The 'at risk' action relates to achieving 40% women on the NZR board.

The table below provides a detailed progress update for the actions we committed to implementing 2021-2022, and actions begun for 2022-2023.



1. GOVERNANCE AND SENIOR LEADERSHIP

Outcome: Governance and senior leadership is comprised of diverse members who model and actively support diversity & inclusion practices.

PLANNED ACTION 2021-2022	PROGRESS UPDATE	STATUS
A. Set Diversity Targets for NZR staff, Executive, Boards and PU Boards	<ul style="list-style-type: none"> NZR Board Diversity Action Plan (BDAP) includes targets for NZR Board (50% Overall diversity, 40% Women). PU Board Diversity targets set (50% overall diversity, 33% Women on Boards) NZR Staff: As a member of Champions for Change, NZR agrees to principles of 40-40-20 gender balance. As of June 2022 Exec team is gender balanced. 	ACHIEVED
B. A commitment to D&I is reflected in PDP	<ul style="list-style-type: none"> PD plans are aligned to Te Ara Ranga Tira (The Rugby Way values charter) 	ACHIEVED
C. Senior leadership members begin D&I training	<ul style="list-style-type: none"> NZR Board Capability Framework adopted with Board Diversity Action Plan (22 June '22) See BDAP for further detail ARC completed Unconscious Bias training Jan 2022. Exec members participated in Rainbow Tick Training, NZR led Rainbow Ready Rugby programmes, Te Reo Māori Classes, Diversity Works courses Harmfree Workplace training mandated under NZR Harmfree Workplace policy. Black Ferns Leadership & Management completed Pasifika Cultural Competency training. 	ACHIEVED
D. An Executive or Board member attends and is visible at D&I events	<ul style="list-style-type: none"> Exec and Board representation achieved for all agreed NZR D&I events. 	ACHIEVED
PLANNED ACTION 2022-2023	PROGRESS UPDATE	STATUS
E. Work Towards achieving targets	<ul style="list-style-type: none"> Goal Achieved: 50% overall diversity on the NZR Board Goal Not Achieved : 40% women on the NZR Board: Current status: 33% women 	AT RISK
F. Advocates for D&I in PUs	<ul style="list-style-type: none"> Inclusive Governance Summit – representatives from PUs attended and discussed how they can actively advocate for D&I from their board role. PU CEs increasingly proactive in seeking support and advice from CDI team. 	ON TRACK
G. Begins to lead and model culturally responsive ways of working, including use of te Reo Māori	<ul style="list-style-type: none"> Operationalised cultural competency demonstrated at NZR events Tikanga starting to be embedded into the structure of NZR staff meetings. NZR & NZRC email signatures include English and Te Reo Māori NZR is utilising culturally responsive approaches to welcoming manuhiri (guests) at events, All Blacks Naming, Black Ferns naming, Super Rugby Pacific, Staff Away days Increasing use of te Reo Māori in the workplace, 3 cohorts of te Reo classes completed in 2022. 	ON TRACK

2. COLLABORATION

Outcome: Collaboration is achieved by working with diverse organisations/ groups/people to create, review, and adjust policies, practices, culture, and environment

PLANNED ACTION 2021-2022	PROGRESS UPDATE	STATUS
A. Agree and annually review D&I and cultural event celebrations.	<ul style="list-style-type: none"> Confirmed calendar of events for 2022 and NZR delivered for: International Women's Day IDAHOBIT Pink Shirt Day He Toa Takitini – D&I Themed Test match July 16 Samoan Language Week Te Wiki o Te Reo Māori Rainbow Excellence Awards (3 wins) Championing Oceania Tournament 	ACHIEVED
B. Explore and begin to partner with diverse groups and organisations	<ul style="list-style-type: none"> Signed MOU with Le Va Pacific Health organisation Sponsorship Agreement signed with TupuToa Maori & Pacific Internship Programme provider Partnered with Pride Pledge Re-Accreditation with Rainbow Tick Achieved NZR Pasifika Advisory Group Established Collaboration with Ministry for Pacific Peoples on Governance Training for Pasifika former rugby players NZR Signed on as Global Women Support Partner and member of Champions for Change. Diversity Works Membership maintained. Engaged with Women in Rugby Aotearoa, collaborated on governance research. WiRA represented on W&G Strategy Advisory Group. Regular D&I Connect with other NSOs D&I Collaborations with Commercial Partners: SAP, Air NZ 	ACHIEVED
C. Establish a D&I committee.	<ul style="list-style-type: none"> Committee established, Terms of Reference confirmed. Committee is active and resourced, with representation of staff from across NZR, NZRC & ABs management. 	ACHIEVED
D. Develop a communication plan for D&I activities.	<ul style="list-style-type: none"> Comms plans developed for agreed D&I activities. This work is an ongoing and active collaboration between CDI and Comms. 	ACHIEVED
E. Identify collaboration frameworks	<ul style="list-style-type: none"> Draft Collaboration Framework (The Rugby Way of Collaborating) developed by CDI team 	ON TRACK
PLANNED ACTION 2022-2023	PROGRESS UPDATE	STATUS
F. Incorporate best practice collaboration into projects and partnerships.	<ul style="list-style-type: none"> Draft Collaboration Framework (The Rugby Way of Collaborating) developed by CDI team. 	ON TRACK
G. Support PUs to begin their D&I journey.	<ul style="list-style-type: none"> PU CE's & Chairs hui Dec '21: CDI team ran EDI workshop with all attendees 1 PU Rainbow Tick Accredited 2 PUs Diversity Works members 2 PUs Completed Pasifika Cultural Competency 7 PUs signed on to Pride Pledge 14 PUs requested and received SME support from CDI team 26 Unions had funding approved for D&I initiatives under VIF scheme 2022 	ON TRACK

3. PATHWAYS

Outcome: Pathways at NZR are clear and supportive for the advancement of diverse talent and enhanced through strengthening staff capability.

PLANNED ACTION 2021-2022	PROGRESS UPDATE	STATUS
A. Begin to create visible progression pathways to grow representation of diverse talent.	<ul style="list-style-type: none"> • Sponsorship Agreement signed with TupuToa Māori & Pacific Internship Programme provider • Scoping options for NZR leadership development programme. • Collaboration with Ministry for Pacific Peoples on Governance Training for Pasifika former rugby players 	ON TRACK
B. Create options for a system to encourage diverse talent to enter progression pathways.	<ul style="list-style-type: none"> • Informal and culturally responsive approaches to progression pathways under consideration. NZR currently open opportunities internally through EOI process. 	ON TRACK
C. Build staff, PU, Super Club, player, and stakeholder capability through training and development.	<p>NZR Staff:</p> <ul style="list-style-type: none"> • Te Reo Māori Classes • Rainbow Ready Rugby programmes • Rainbow Tick training • Diversity Works training • IWG Conference • World Rugby Women in Rugby Summit • Te Rito online Bicultural Competency Courses • Rugby Academy Managers • PDMs training <p>PU:</p> <ul style="list-style-type: none"> • Rainbow Ready Rugby programmes • Inclusive Governance Summit • PU CE & Chairs EDI session • Online Governance Training • VIF Funding for training • Pasifika Cultural Competency <p>Super Club:</p> <ul style="list-style-type: none"> • Mauri Ora Day Coaching for Culture • Aupiki Mauri Ora • Rugby Academy Managers • PDMs training <p>Player:</p> <ul style="list-style-type: none"> • Player Inductions • Te Hurihanga (culture change) training 	ON TRACK

4. POLICIES, PRACTICES & ENVIRONMENT

Outcome: Policies, practices and environments are enhanced as members from diverse groups co-create, co-review, and co-adjust so that diversity becomes visible and celebrated.

PLANNED ACTION 2021-2022	PROGRESS UPDATE	STATUS
A. Create strategy for Māori Rugby	<ul style="list-style-type: none"> • Māori Rugby Strategy published • Māori Rugby Governance Review Underway 	ACHIEVED
B. Create a Pasifika Strategy.	<ul style="list-style-type: none"> • Pasifika Strategy in development 	ON TRACK
C. Begin reviewing and creating NZR learning & development resources to reflect D&I principles.	<ul style="list-style-type: none"> • See 3.C 	ACHIEVED
D. Begin to review policies and create statements to reflect diversity.	<ul style="list-style-type: none"> • Board Diversity Action Plan agreed • People Committee Terms of Reference includes responsibilities for Culture & Diversity. • Leave Review underway with consideration for diversity. • Harmfree Workplace Policy review begun 	ACHIEVED
E. Begin to review and adjust environments and language to reflect diversity of our people.	<ul style="list-style-type: none"> • Wellington Office Project – New rooms dedicated to EDI strategy focus areas. • Wellington toilets all gender neutral, signs in English and te Reo Maori. • Auckland Office names incorporate te reo Māori, Rainbow Excellence Awards on display. • Staff meetings open with Karakia, include all staff singing NZR waiata “Te Whare Whutupōro” • Comms sent out to all staff for each Pacific Language week 	ACHIEVED

5. ACCOUNTABILITY

Outcome: Accountability is achieved through meaningful data tracking to support, review and adjust the D&I plan using clear communication and processes to support non-discriminatory behaviour.

PLANNED ACTION 2021-2022	PROGRESS UPDATE	STATUS
A. Complete initial NZR demographic and engagement survey and use data to inform decision-making.	<ul style="list-style-type: none"> Anonymous NZR Belonging & Engagement Surveys delivered 2021 & 2022. Results informed the ongoing development and implementation of EDI strategy & action plans. Knowing our People Rugby Governance Survey delivered to Rugby governance workforce. Data used to track PU progress towards targets under VIF and SAF. NZR began collecting identifiable demographic data from new starts May 2022. Plan to collect demographic data from current staff to conduct gender and ethnic pay analysis. Comms to staff went out 17 November. 	ACHIEVED
B. Benchmark NZR D&I data against global sporting organisations.	<ul style="list-style-type: none"> NZR Engaged with other Member Unions and NSOs. D&I Data compared with Sport NZ D&I data. 	ON TRACK
C. Carry out exit interviews and use data to adjust NZR practices and environment.	<ul style="list-style-type: none"> Future reporting to NZR People Committee will include any relevant analysis from exit surveys. 	ON TRACK
D. 80% of staff and 100% of Executive and Board members have completed unconscious bias, cultural competency, and harm free workplace training.	<ul style="list-style-type: none"> See 1.C 	ON TRACK
E. We remain committed to the D&I recommendations in the NZR Respect and Responsibility Review and the Diversity Works NZ Stocktake Report.	<ul style="list-style-type: none"> Commitment to RRR recommendations reflected in NZR Strategy 2025, EDI Strategy, Pasifika Strategy, Māori Rugby Strategy, Black Ferns Review, Strategic Alignment Fund, Harm Prevention Framework, Mental Health Framework (draft) and Women and Girls Strategy (draft). 	ON TRACK

