

EQUITY, DIVERSITY & INCLUSION STRATEGY AND PLAN 2021-2022



Everyone can see a place for themselves in rugby.
We will embrace and celebrate diversity to make better communities for all; where we will learn from each other and succeed together.

TE ARA RANGA TIRA THE RUGBY WAY	EQUITY, DIVERSITY & INCLUSION FOCI	OUR JOURNEY TO THE TRY LINE 2021-2022 PLAN		OUTCOMES WHAT WE WILL HEAR/SEE/FEEL
<p>TE POU MAIOHA BE WELCOMING</p>	<p>MĀORI</p>	<p>GOVERNANCE & SENIOR LEADERSHIP</p>	<p>Governance and senior leadership is comprised of diverse members who model and actively support diversity & inclusion practices.</p> <ul style="list-style-type: none"> • Set diversity targets for NZR staff, Executive, Boards, and PU Boards. • A commitment to D&I is reflected in personal development plans. • Senior leadership members begin D&I training. • An Executive or Board member attends and is visible at D&I events. 	<p>OUTCOMES WHAT WE WILL HEAR/SEE/FEEL</p> <ul style="list-style-type: none"> • NZR is changing to feel and look more diverse, and the language and environment has started to reflect this. • NZR is perceived as open to becoming more diverse and inclusive. • Diverse groups and organisations are visible within NZR to support training and our journey towards D&I. • NZR Board and senior leadership members are demonstrating a shift towards diverse and inclusive actions and ways of working. • NZR Boards, Executive, and PU Boards diversity targets are set. • The Diversity and Inclusion Committee is resourced and influencing decision-making. • We are gaining an understanding about our people through demographic and engagement data. • We will hear and see Te ao Māori and Pasifika worldviews acknowledged. • Early collaboration with diverse groups is actively encouraged and best practice examples are highlighted.
<p>TE POU HIRANGA BE OUR BEST</p>	<p>PASIFIKA</p>	<p>COLLABORATION</p>	<p>Collaboration is achieved by working with diverse organisations/groups/people to create, review, and adjust policies, practices, culture, and environment.</p> <ul style="list-style-type: none"> • Agree and annually review D&I and cultural event celebrations. • Explore and begin to partner with diverse groups and organisations. • Establish a D&I committee. • Develop a communication plan for D&I activities. • Identify collaboration frameworks and guidance to support early D&I collaboration on projects, partnerships, and strategic priorities. 	
<p>TE POU IHIIHI BE PASSIONATE</p>	<p>LGBTQI+</p>	<p>PATHWAYS</p>	<p>Pathways at NZR are clear and supportive for the advancement of diverse talent and enhanced through strengthening staff capability.</p> <ul style="list-style-type: none"> • Begin to create visible progression pathways to grow representation of diverse talent. • Create options for a 'shoulder tap' system to encourage diverse talent to enter progression pathways. • Build staff, PU, Super Club, player, and stakeholder capability through training and development. 	
<p>TE POU TIKA PLAY FAIR</p>	<p>WOMEN</p>	<p>POLICIES, PRACTICES & ENVIRONMENT</p>	<p>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.</p> <ul style="list-style-type: none"> • Create cultural strategy for Māori and Pasifika. • Begin reviewing and creating NZR learning & development resources to reflect D&I principles. • Begin to review policies and create statements of acceptance to reflect diversity of values, family structures, and cultural practices. • Begin to review and adjust environments and language to reflect diversity. 	
<p>INSPIRE AND UNIFY THROUGH RUGBY</p>	<p><i>“Diversity is going to the game; inclusion is being involved in the game.”</i></p>	<p>ACCOUNTABILITY</p>	<p>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.</p> <ul style="list-style-type: none"> • Complete initial NZR demographic and engagement survey and use data to inform decision-making. • Benchmark NZR D&I data against global sporting organisations. • Carry out exit interviews and use data to adjust NZR practices and environment. • 80% of staff and 100% of Executive and Board members have completed unconscious bias, cultural competency, and harm free workplace training. • We remain committed to the D&I recommendations in the NZR Respect and Responsibility Review and the Diversity Works NZ Stocktake Report. 	<p>CHECKING THE SCORE MEASUREMENT & ACCOUNTABILITY</p> <ul style="list-style-type: none"> • Maintain Rainbow Tick certification. • Use Diversity Works NZ scoring and reports to guide and energise D&I progress. • Use demographic and engagement data as a base to measure change across time. • Monitor progress towards set diversity targets. • NZR annual D&I report. • Provide update on completed NZR Respect and Responsibility Review D&I recommendations.

EQUITY, DIVERSITY & INCLUSION STRATEGY AND PLAN 2022-2023



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TE ARA RANGA TIRA THE RUGBY WAY

EQUITY, DIVERSITY & INCLUSION FOCI

OUR JOURNEY TO THE TRY LINE 2022-2023 PLAN

OUTCOMES WHAT WE WILL HEAR/SEE/FEEL

**TE POU
MAIOHA
BE WELCOMING**

MĀORI

GOVERNANCE & SENIOR LEADERSHIP

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

- Work towards achieving diversity targets for NZR staff, Executive, Boards and PU Boards.
- Senior leadership members have completed diversity and inclusion training.
- Advocates for D&I in PUs, Super clubs, and rugby community.
- Begins to lead and model culturally responsive ways of working, including using Te Reo.

- More staff report feeling valued and a sense of belonging at NZR.
- We begin to see the attraction and retention of diverse talent and diverse networks are growing.
- NZR is perceived as becoming committed to diversity and inclusion.
- NZR Board and senior leadership members are demonstrating diverse and inclusive actions and ways of working.
- There is positive progress towards NZR staff, Executive, Board, and PU Boards diversity targets.
- We will hear and see Te Reo used in NZR and Te ao Māori and Pasifika worldviews are influencing NZR practices.
- PUs and Super Clubs have started to develop their own Diversity and Inclusion plans.

**TE POU
HIRANGA
BE OUR BEST**

PASIFIKA

COLLABORATION

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

- Incorporate best practice collaboration into projects and partnerships.
- Support PUs to begin their D&I journey.

**TE POU IHIIHI
BE PASSIONATE**

LGBTQI+

PATHWAYS

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

- Promote and use progression pathways and 'shoulder tap' system to grow representation of diverse talent.
- Build staff, PU, Super Club, player, and stakeholder capability.
- Build a mentoring/sponsor system to provide development of diverse talent.
- Identify and begin to remove structural barriers for diverse talent progression.

**TE POU TIKA
PLAY FAIR**

WOMEN

POLICIES, PRACTICES & ENVIRONMENT

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.

- Encourage D&I networks to form.
- Implement cultural strategy.
- Work towards achieving diversity targets across NZR workforce.
- Review and report on gender and diversity pay equity.
- Align recruitment practices with D&I best practice.

**INSPIRE
AND UNIFY
THROUGH
RUGBY**

"Diversity is going to the game; inclusion is being involved in the game."

ACCOUNTABILITY

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.

- Complete annual NZR demographic and engagement survey and use data to inform decision-making.
- Carry out exit interviews and use data to adjust NZR practices and environment.
- 100% of staff, Executive and Board members have completed D&I training.
- We remain committed to the D&I recommendations in the NZR Respect and Responsibility Review and the annual Diversity Works NZ Stocktake Report.

CHECKING THE SCORE MEASUREMENT & ACCOUNTABILITY

- Maintain Rainbow Tick certification.
- Use Diversity Works NZ scoring and reports to guide and energise D&I progress.
- Use demographic and engagement data as a base to measure change across time.
- Monitor progress towards set diversity targets.
- NZR annual D&I report.
- Provide update on completed NZR Respect and Responsibility Review D&I recommendations.

EQUITY, DIVERSITY & INCLUSION STRATEGY AND PLAN 2023-2024



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<p>TE POU MAIOHA BE WELCOMING</p>	<p>MĀORI</p>	<p>GOVERNANCE & SENIOR LEADERSHIP</p>	<p>Governance and senior leadership is comprised of diverse members who model and actively support diversity & inclusion practices.</p> <ul style="list-style-type: none"> • Works with leaders in PUs, Super clubs, and rugby community to support D&I initiatives. • Models culturally responsive and diverse sensitive ways of working. • Te Reo is integrated into the ways of working. 	<ul style="list-style-type: none"> • We see the attraction and retention of diverse talent. • NZR feels and looks diverse, and the language and environment reflect this. • NZR is viewed as being a diverse and inclusive organisation. • NZR Board and senior leadership members are diverse, and they model diversity and inclusion in action.
<p>TE POU HIRANGA BE OUR BEST</p>	<p>PASIFIKA</p>	<p>COLLABORATION</p>	<p>Collaboration is achieved by working with diverse organisations/groups/people to create, review, and adjust policies, practices, culture, and environment.</p> <ul style="list-style-type: none"> • Share resources with PUs, Super Clubs, and rugby community. • Enhance cross organisational relationships through shared D&I projects. 	<ul style="list-style-type: none"> • Diverse networks are established and active. • Demographic data, engagement data, and diverse voices are standard components of decision-making.
<p>TE POU IHIIHI BE PASSIONATE</p>	<p>LGBTQI+</p>	<p>PATHWAYS</p>	<p>Pathways at NZR are clear and supportive for the advancement of diverse talent and enhanced through strengthening staff capability.</p> <ul style="list-style-type: none"> • Review and consolidate the progression pathways and 'shoulder tap' system for diverse talent. • Review the mentoring/sponsor system to support the development of diverse talent. 	<ul style="list-style-type: none"> • PUs, Super Clubs, and the rugby community have a stronger understanding of diversity and inclusion, and have started to develop their own Diversity and Inclusion plans. • Early collaboration with diverse groups is standard practice and relationships are strong and growing.
<p>TE POU TIKA PLAY FAIR</p>	<p>WOMEN</p>	<p>POLICIES, PRACTICES & ENVIRONMENT</p>	<p>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.</p> <ul style="list-style-type: none"> • Review diversity targets across NZR workforce, and provide D&I support to rugby community. 	<p>CHECKING THE SCORE MEASUREMENT & ACCOUNTABILITY</p> <ul style="list-style-type: none"> • Maintain Rainbow Tick certification. • Use Diversity Works NZ scoring and reports to guide and energise D&I progress. • Use demographic and engagement data as a base to measure change across time. • Monitor progress towards set diversity targets. • NZR annual D&I report. • Provide update on completed NZR Respect and Responsibility Review D&I recommendations.
<p>INSPIRE AND UNIFY THROUGH RUGBY</p>	<p><i>“Diversity is going to the game; inclusion is being involved in the game.”</i></p>	<p>ACCOUNTABILITY</p>	<p>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.</p> <ul style="list-style-type: none"> • Review exit interview template and process. • We remain committed to the D&I recommendations in the NZR Respect and Responsibility Review and the annual Diversity Works NZ Stocktake Report. 	