



## CASE STUDY

### Diversity & Inclusiveness (D&I) Governance Framework

#### PROFILE

Australian listed multi-national financial services organisation, 36,000 employees globally.

#### INDUSTRY

Financial Services

#### CONTEXT

Our client already has a good reputation for diversity and the parent company in Australia has won several awards for its programs to support women in leadership. The New Zealand business had focused on gender diversity for some time, driven in part by the reporting requirements and targets set by the Australian head office.

#### KEY BUSINESS REQUIREMENTS

Aside from the number of initiatives which were being run to support women to move into leadership roles, there was little cohesion between the group-wide diversity objectives and those of the New Zealand business. The lack of a New Zealand centric governance framework for D&I, and the absence of a strategic plan, meant that the initiatives which were being undertaken in New Zealand didn't necessarily have the visibility or the impact desired to shift the dial.

The head of HR approached Diversitas to do an analysis and create a governance framework for D&I in the business which would support the group-wide framework and enable the business to develop a D&I strategic plan with measurable objectives. Furthermore the governance framework was required to create lines of accountability in the business for achievement against those objectives.

#### OUR OFFERING

We conducted an initial analysis to understand the overall governance model in the organisation and in particular the link between diversity and sustainability. This enabled us to build a governance framework for D&I which utilises the existing structures, and ensures that diversity is elevated to the executive level in the organisation. The framework included the establishment of a Diversity Council and Diversity Steering Group. Employee buy in was achieved by the establishment of employee action groups (EAG's) in the organisation to support D&I at a grass roots level.

#### OUTCOME

The creation of a D&I governance framework has meant that the business leaders and employees now have a visible D&I plan, reporting structure and accountability model to co-ordinate effort in the area of D&I. The nett result is that all stakeholders are working to achieve the same outcomes and achievements against these objectives are measured and reported on.

