

PROPERO

INSIGHTS TRUST PARTNERSHIP

Global Women

Governance and Diversity



Our Clients

Working with many of New Zealand and Australia's largest companies gives us an edge and helps us deliver market leading governance services. We have worked with over **70% of New Zealand's 20 most profitable companies** (as ranked in the Deloitte Top 200 Index, December 2018), over **50% of New Zealand's largest listed companies** (listed members of the NZX50 as of December 2018) and **eighteen ASX listed companies** (April 2018).

But it's not just about size. We have been privileged to work with many Trans Tasman companies and chairs across listed, private, cooperative, government and family owned businesses many of whom have extensive markets in the USA and China.

The Harvard University Business School have written a case study, taught in their MBA and Executive programmes, on our board evaluation programme. This highlights our market leading approach in this space.

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DELOITTE
TOP200



HARVARD | BUSINESS | SCHOOL

9-416-024
OCTOBER 20, 2015

BOBIS GROYSBERG
PAUL M. HEALY
SARAH L. ABBOTT

Transpower New Zealand: Evaluating Board Performance

In early 2014, Mark Verbiest reflected on the feedback he had received from an independent review of Transpower New Zealand Limited's board of directors, of which he was Chairman. The review had taken four months to complete and provided board members with individualized feedback on their performance, as well as information on how the overall board could become more effective. Verbiest, who had championed the process, had found the feedback he had received helpful, both personally and for setting the future direction of the board. He wondered whether the other directors had found it similarly useful, and how it would affect their future board meetings and discussions.

Key Trends in NZ Governance

More active governance

From 'Passive' to 'Thought Partnership'

ESG, Shareholder Activism, Long term value creation

Closer lens on skills matrix and diversifying composition

New era skills - the boards perspective is broadening
(e.g. digital, future of the customer, marketing, strategic finance, stakeholder connectivity)

“Tone from the Top”

Culture and conduct – more visibility in the business

We are market leaders in board diversity & inclusion



Our board evaluations help boards **break down barriers** and develop a more inclusive culture.



Our director search helps boards build gender balance.

50% of our placements have been highly capable women who provide strong and relevant capability.



We are members of **Champions for Change** (NZ)

- A coalition of business leaders that aims to achieve truly diverse leadership in New Zealand by 2020.



We regularly run search for **diverse skills** for boards that expand their strategic role.

Most impactful actions

1. Work on your Governance CV – highlight governance skills, quantify roles and include ‘known name’ references to bridge the gap
2. Find alignments:
 - ✓ Sector adjacencies
 - ✓ Executive experience matching to entity size and scale (i.e. CEO plus some)
 - ✓ Demonstrate broad commercial thinking
 - ✓ Think broadly about governance roles - crown, local government, listed, private, SME, non profit, cooperatives
 - ✓ Values / cultural alignment
3. Consider future director programme / IoD mentoring
4. Leverage networks and events appropriately / don't overplay your hand
5. Get your CV into search firms databases (do step 1 first!)
6. Sign up to be alerted on advertised roles – e.g. appoint better boards, IOD
7. Keep going as it can take time – be patient for the right roles
8. Work hard to do a great job in your first role