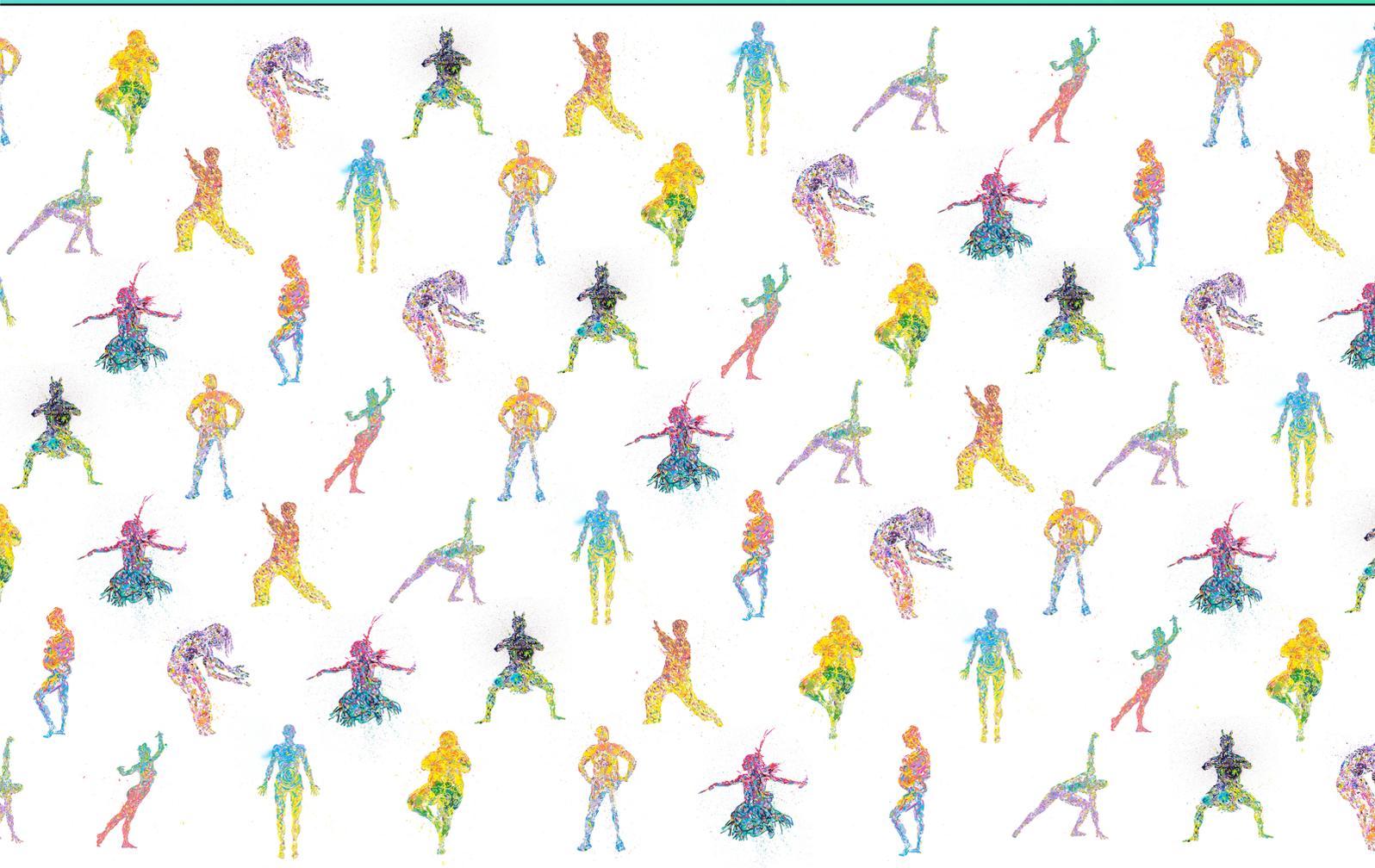


THE SUPERDIVERSITY INSTITUTE

How to grow a culturally competent organisation: Case study of nib's CQ Tick journey

December 2021



nib

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Contents

Why a case study and testimonials	1
Introduction	5
About nib	7
The CQ journey begins.....	7
2017 CQ Audit	8
2017 CQ Report	8
Immediate actions.....	9
The CQ journey continues	10
Leadership from the Board – tone from the top.....	10
Strategy	10
Signalling	11
Action.....	12
Culture and heritage	12
Accessibility	14
Gender and sexuality	15
Measurable objectives and benchmarking	16
2021 CQ Audit	16
Where to from here	18
nib’s response to 2021 CQ Audit recommendations	19

Why a case study and testimonials

This case study eventuated from the numerous requests the Superdiversity Institute fielded from private and public sector organisations wanting to know how to grow the cultural capability (**CQ**) of their staff and entity. What did that look like? Why would it be beneficial? Where do you start? What could be achieved in terms of outcomes? What difference would it make?

It is important to remember that CQ does not derive solely from one's own culture and ethnicity, but also from our experiences of living and working in other countries and localities where the majority of the population is indigenous or superdiverse. CQ can also be derived from our relationships and connections with whanau, friends, co-workers and communities that are indigenous and superdiverse. Superdiversity means that more than 25 per cent of the population is comprised of migrants or more than 100 nationalities are represented.

Even a visual review of nib New Zealand (**nib's**) customers and staffing pool made it clear that it had changed to include significant numbers from different countries and ethnicities, languages and cultures. The question is whether this changes the skills an organisation needs to recruit and retain, including recruiting superdiverse staff to attract customers from similar backgrounds? The results of this case study point to the likely answer being yes, and that increased CQ can improve the performance of the organisation for customers and employees.

This case study is only a start in answering such questions by using nib as the study subject. The reason why nib was chosen is because of the success of the company's leadership in transforming the CQ of the organisation into one of the most culturally capable in New Zealand in a relatively short space of time. This has resulted in some measurable results showing that CQ is driving the business in terms of better customer and employee outcomes.

The aim in future **CQ Audits** is to be able to measure:

- (a) That indigenous and superdiverse staff are attracted to an organisation because it has significant superdiverse staff, management and directors. They feel comfortable staying because cultural fit is a factor in their choice of workplace, and therefore enhances both recruitment and retention. This would require more in-depth analysis of key metrics like employee satisfaction, health and safety in employment and EAP;
- (b) That such staff do not just get recruited at entry or mid-level and stay there, but that their IQ, EQ and CQ allow them to progress to the very top of the organisation to ensure an organisation's offering to customers and to other staff is culturally appropriate;
- (c) Customer satisfaction; and
- (d) The impact of CQ on the wider performance of the organisation – in terms of employees, customers and shareholders. For private sector organisations, this would include more sustainable profitability.

Thanks to Doug McKay and Mark Tume for challenging my thinking and to the leaders below who took the time to review and comment on the case study. Thanks to Rob Hennin for his leadership, which made this case study possible, and to Deborah Moore and Kelly Grace of nib for their assistance. Thanks also to Antonia Di Maio for her amazingly competent assistance with giving birth to this case study.

Mai Chen
Chair of the Superdiversity Institute

Vanessa Stoddart

Independent Director for iHealthNZ, NZ Refinery and OneFortyOne Plantations Holdings Pty Limited, member of the Financial Markets Authority and Deputy Chair of King's College

"When I saw the Superdiversity Institute's **CQTick** programme released some years back – I thought – here is another tool. I wonder how many businesses will pick this up and use it and how it will fit with or complement other culture and engagement tools available to assist businesses to address culture and the cultural expectations of workforces to better service customers. As I read the nib case study of their journey of 5 years, it demonstrates the real value of this programme and its relevance to New Zealand. So many tools and programmes being used in our workplaces today are out of date and not aligned to New Zealand values or priorities right now.

What the nib case study highlights is the criticality, like any culture programme, of leadership and leadership from the top. But the **CQTick** programme implemented by nib gave them the "intelligence, direction and structure needed to create transformational change in growing CQ" and was a sign to employees and customers of their cultural competence and ability to work with people from all backgrounds. At a time in New Zealand when there are workforce shortages – increased cultural capability not only helps attract, retain and develop diverse employees but also helps a business succeed with its diverse customer base. CQ must be valued as much as IQ and EQ! The nib case study highlights that this is a journey, and although tremendous results have been achieved to date as demonstrated in the most recent survey there is still more work to be done. That said to have 90% of those surveyed "familiar with other cultures"; 89% understanding "Te Reo and Tikanga Maori" and a score of 93% on "individual CQ" and 97% on "organizational CQ" is outstanding. I would encourage all directors and senior executives to read this case study on nib's **CQTick** journey and reflect on how well your businesses are doing in this space and whether the tools you are using in your businesses are appropriate for the needs of New Zealand businesses – for the inclusive culture we need in New Zealand workforces today and to serve the diverse needs of New Zealanders. nib's case study certainly highlights the value of the comprehensive programme that **CQTick** provides."

Mervin Singham

Chief Executive Ministry for Ethnic Communities Te Tari Mātāwaka

"The case study is very helpful in outlining how a CQ strategy supported by action plans, with authentic support from leadership, can make a huge difference to both business performance and social justice. Organisations that work at lifting their game in the CQ zone, as was done in this case study, will have a cutting edge compared to those that don't. As I often say, doing this is a no-brainer. It is both about doing the right thing and the bright thing at the same time. Congratulations on the achievement in the nib case study!"

Meng Foon

Race Relations Commissioner, Human Rights Commission

"In the 21 century and beyond in Aotearoa, if we can't relate to our diverse communities we will fail. I was asked by a large real-estate firm 18 years ago – 'How do we sell houses to Asians?', I replied 'hire them' It's a no brainer, research time and time again has reported that diversity brings better culture in an organisation and makes more money – what other evidence do you need to change? Congratulations to nib one of New Zealand's top health insurers as they are accredited and actioned the **CQTick**."

Alison Barrass

Non-Executive Director at Spark, GWA Group Limited, Rockit Global Limited and Zespri, Chair of Babich Wine Limited and Chair of Tom & Luke

"I was fascinated to read the nib case study regarding their **CQTick** journey. The report provided a unique perspective on nib's diversity progress. I was particularly impressed by the clarity that the company gained through its comprehensive data gathering that allowed for a fact-based approach to shift the business to a truer reflection of New Zealand society. It was clear that change was being driven through proactive and intelligent leadership at both executive and board level. nib is well progressed on an exciting journey and their continued evolution and long-term commitment to building a truly diverse organisation is an inspiration to us all. This report provides a depth of information and insight that all organisations looking to build a truly diverse culture should avail themselves of."

Simon Harvey

General Manager People at New Zealand Steel

"Digesting something as broad as CQ has been a constant challenge for NZ and many countries around the world. Often what we don't understand leads us to ignore or look at other areas of interest. Breaking this down into the logical steps contained in the report opens the door for dialogue which is often the first step. A framework for thinking and action is always a great starting point for a journey. As we have seen with the Rainbow Tick & the Accessibility Tick, a tick in the right direction is the start. These topics often give rise to unrest, but change doesn't come without discomfort. The **CQTick** brings the conversation to the table and is one worth having."

Howard Ross

Partner at Frank & the Knowledge Hunters

"Recently, Frank & The Knowledge Hunters invested in the **CQTick** program. After undergoing the **CQ Audit**, we were pleased to have received the **CQTick**. What has impressed us has been the depth of insights into our business, what we have done well and areas we need to work on. We look forward to working with the Superdiversity Institute on an ongoing basis with this program. After reviewing the nib case study, it has left me with the view that the **CQTick** program touches all areas in

an organisation. Rob and his team have launched programs that have achieved a more inclusive culture along with impacting different customer groups in our society. All these initiatives make them an organisation people want to work in or to use a common phrase, an 'employer of choice'."

Ranjna Patel

Director and Founder Tāmaki Health

"As someone of a different culture, and working with diverse populations, we recognised in the 70s what research has confirmed. Look and listen to your customer, client, patient before you serve them. Respecting the diversity of thought should be welcomed. I often talk about it, with lived experience, but your research has highlighted the 'how' for all of New Zealand. Leadership at nib – Rob and the Board, should be congratulated, as once you identified your challenges, you turned them into opportunities. Every board should be responsible in some way to have a **CQTick**, then every organisation will follow."

Introduction

This case study shows how nib used the Superdiversity Institute's **CQTick** programme to transform its CQ from the inside out.

nib's CQ journey began in 2017. Enough time has now passed to evaluate the progress made and derive lessons for others.

nib's CQ journey shows that:

- Recognition of diversity in a superdiverse Aotearoa New Zealand is essential,
- It's good for customers, good for employees, and good for business,
- It takes clear, decisive, and committed leadership, and transparency to build CQ,
- Organisations may be more diverse and culturally capable than we think,
- Organisations can build on existing diversity and CQ reserves to create change,
- Where there is a genuine will, organisations can create change almost overnight,
- nib's **CQTick** audit process has given the organisation the intelligence, direction, and structure needed to create transformational change in growing CQ.

The **CQTick** has measured nib's ability to put a Superdiversity Framework around its work. Applying a Superdiversity Framework enables diverse employees to see how they fit and can contribute their unique perspectives and experience. It also enables organisations and businesses to see their products and services from the perspectives of diverse clients and customers, and to understand the values and motivations of diverse employees. The results of the latest **CQ Audit** show that nib is well progressed in applying a Superdiversity Framework.

In this case study:

- About nib
- The CQ journey begins
- The CQ journey continues
- 2021 **CQ Audit**
- Where to from here

Why is CQ important?

CQ is the ability to work with people from different cultures. "Culture" in this context is broader than language or ethnicity. It encompasses all the intersecting dimensions which can shape our identities; for example, age, gender identity, disability, ethnicity, nationality, language, religion and sexual orientation or identity.

New Zealand, and Auckland in particular, has one of the most superdiverse populations in the OECD. This makes for a superdiverse talent pool for employees, and growing numbers of superdiverse customers. CQ is a critical competence for any organisation to win new customers and attract and retain employees.

The Royal Commission of Inquiry into the Christchurch terrorist attack on 5 March 2019 concluded (at 159) that *"There is a lack of cultural and linguistic competence and a poor understanding of the implications of New Zealand's increasingly diverse demographics in the Public Service agencies"*.

Studies show that the cultural and linguistic competence of the private sector is not likely to be much better. For example, fifty per cent of respondents to the *Perceptions of Asia Survey 2020* self-reported little or no knowledge about Asia.¹ This is lower than self-assessed knowledge about Australia, the United Kingdom, North America, the South Pacific and Europe.²

What is the CQTick?

The **CQTick** measures an organisation's existing levels of CQ so that gaps and strengths can be identified and addressed. Organisations can then build on these to increase CQ.

There are five parts to the **CQTick**:

1. **CQ Audit** – a survey using a range of indicators of existing levels of cultural intelligence and capability of employees and management
2. **CQ Report** – a report with the analysis of the survey and what it means for an organisation
3. **CQ Recommendations** – recommendations on how an organisation can improve its cultural capability
4. **CQ Dashboard** – an easy to read dashboard of information about the cultural makeup of an organisation
5. **CQTick Check-ups** – track an organisation's CQ journey with regular check-ups

The **CQTick** is a sign to employees and customers that an organisation is culturally competent and able to work with people from all backgrounds.

¹ Asia New Zealand Foundation, *New Zealanders' Perceptions of Asia and Asian Peoples 2020 Annual Survey* at 24.

² Above n 1 at 24.

About nib

nib is part of **nib Group**, which has over 60 years' experience in the Australian health insurance market, and covers more than one million people across Australia and New Zealand.

nib entered the New Zealand health insurance market in 2013, with the acquisition of Tower Medical Insurance, and has grown to become New Zealand's second largest health insurance provider.

nib is led by CEO Rob Hennin (**Rob**). Rob has spent a large part of his professional life in overseas markets, especially in Asia, so understands how culture impacts on business and employees and what it feels like to be a part of a minority culture.

Rob is passionate about driving innovation and growth in the health insurance market and is always looking for new opportunities to grow nib's business, connect with its customers and outperform its competitors. One such opportunity was CQ growth and responsiveness in nib.

The Board of Directors also supports nib's cultural capability journey (see **Leadership from the Board – tone from the top**). The Board includes, in addition to Rob, Tony Ryall (Chair), Anne Loveridge, Hanne Janes, Alan Clarke and Mark Fitzgibbon.

The CQ journey begins

nib's CQ journey began in 2017, when Rob recognised the following diversity drivers (Census 2013):

- 39 per cent of the population born overseas,
- More than 213 ethnicities living in New Zealand,
- More than 160 languages spoken in New Zealand, and
- 1 in 4 Aucklanders identified with an Asian ethnicity, projected to rise to 1 in 3 by 2020.

Rob understood that having the CQ to work with customers and employees from all backgrounds was critical to business success, and attracting and retaining the best talent in superdiverse Aotearoa New Zealand. He set out to learn what nib could do to better connect with its superdiverse customers and employees. The goal was for nib to communicate to its culturally and linguistically diverse customers that they were valued customers, and that nib had the cultural capability to understand their needs and provide them with great products and service. He also wanted to attract diverse employees who formed a material part of the talent pool and ensure that they could feel comfortable, included, and able to bring their whole selves to work.

Rob asked the Chair of the Superdiversity Institute Mai Chen (**Mai**) for help.

The Superdiversity Institute first explained the difference increased cultural capability could have in helping nib succeed with customers and with attracting diverse employees to become nib senior leaders. It then provided cultural capability and unconscious bias training for senior leaders to enable them to value diversity and to create an environment where diverse customers and employees could flourish. nib then embarked on a **CQ Audit** with a view to understanding nib's diversity and cultural capability and working to get a **CQ Tick** from the Superdiversity Institute.

2017 CQ Audit

The goal of the **CQ Audit** is to measure existing levels of cultural intelligence and capability of employees and management. Metrics about diversity are gathered, and respondents are asked to self-assess their own CQ levels, and the CQ levels of their organisation. 158 out of 180 nib staff participated in the 2017 **CQ Audit**, providing a response rate of 88 per cent.

Rob filmed a video explaining to employees why nib was undertaking the **CQ Tick** and how it signalled that cultural and linguistic diversity was valued. He set the tone from the top from the beginning that employees should fill out the survey, as what they informed nib about their own CQ was of great value to the company. That CQ was as valued as IQ and EQ. These characteristics were valuable to servicing customers and the company wanted employees to bring all of themselves to work – including their culture, knowledge of other cultures, and ability to speak different languages.

2017 CQ Report

nib's 2017 **CQ Report** summarised key findings from the **CQ Audit**, including:

- 42 per cent of employees were millennials,
- More than fifty different ethnicities were represented,
- Employees spoke more than 50 languages as a first or additional language,
- One out of five employees spoke English as a second language,
- Almost half of the employees were born outside New Zealand,
- Three out of four employees had at least one parent born outside New Zealand, and
- One third of the employees born outside New Zealand were part of the “1.5 generation” (having immigrated to New Zealand between the ages of 6-18 years).

The employees' self-assessment showed that:

- nib already had some CQ,
- nib had strong potential to become more superdiverse,
- nib employees would be receptive to growing their CQ, and
- nib employees would be capable of growing their CQ.

Rob was delighted by the findings. It helped him and his leadership team understand how much diversity and cultural capability nib already had, and how much employees wanted to help nib grow that cultural capability further. It was a resource that nib would be able to tap into immediately to better service their customers, including in their contact centre. The **CQ Report** showed that nib didn't need to recruit new superdiverse employees – it already had them. nib just needed to make sure they felt valued and encouraged to bring their CQ and language skills, and the whole of their superdiverse selves, to work.

The 2017 **CQ Report** recommended:

- **Leadership** – Strong leadership was needed to ensure change was enduring and authentic.
- **Transparency** – nib should make the results of the **CQ Audit** available so employees could see they already had a reasonable amount of CQ and the potential to develop more.
- **Change from the inside** – nib should make better use of the CQ of its existing employees, for example, by working with employees who had offered to contribute to building CQ at nib.
- **Signalling** – nib's commitment to diversity should be clear from its website, branding, marketing and other communications – customers and employees need to “see themselves” reflected in the people on the website to understand they are valued and they are customers and employees nib wants. This was also important for retaining current diverse employees.
- **Training** – nib should provide training to all employees on CQ and unconscious bias.
- **Recruitment** – nib should make its commitment to diversity clear to potential recruits, since the studies show that employees find more diverse companies more attractive to work for.
- **CQ Check-up** – nib should undertake regular **CQ Check-ups** to monitor progress.

Immediate actions

Rob and his leadership team implemented the recommendations from the **CQ Report**:

- Rob and Mai presented the results of the **CQ Audit** and the **CQ Dashboard** to employees, and outlined the actions that nib would be taking in response,
- nib engaged with a group of “Superdiverse Leaders” within the organisation, to identify opportunities for building CQ and facilitating superdiversity within its employee and customer base, and mentoring those employees identified by Rob and his managers as having the potential to rise to senior leadership,
- Mai conducted a series of CQ and unconscious bias workshops for employees and management, assisting them to talk about their own diversity and encouraging them to bring their unique experiences and backgrounds to benefit customer services and product development,
- The Superdiversity Institute conducted India and Chinese cultural capability training for employees, as these are the two largest Asian groups in Aotearoa New Zealand,
- nib established a Diversity Calendar to celebrate days of significance with its employees, including International Women's Day, Diwali, and Chinese New Year, and
- nib committed to regular **CQ Check-ups**.

In 2018, nib was recognised in the Diversity Awards NZ, in the category of Emerging Diversity and Inclusion, where it was noted that “employees are reporting greater confidence to be proud of and share their cultural backgrounds, and a deeper understanding and appreciation of diversity has led to celebration of different cultures within the business”.

The CQ journey continues

nib has continued to work on embedding the changes required to grow CQ. The lessons from nib's CQ journey include the following:

- Change requires ongoing **leadership** from the top of the organisation,
- Change should be anchored in strategy – **strategy** provides direction,
- Change should be signalled – **signalling** provides visibility, for employees and for customers,
- None of this matters if it's not backed up with **action** – authenticity is important for employees and customers,
- Reporting against **measurable objectives and benchmarking** opportunities provides transparency and accountability, and
- Changes to policy and the recruitment of dedicated employees to implement such policies.

Leadership from the Board – tone from the top

Leadership at nib starts with the Board of Directors – which, in addition to Rob, includes Tony Ryall (Chair), Anne Loveridge, Hanne Janes, Alan Clarke and Mark Fitzgibbon.

The Board has championed diversity, from endorsing nib's Diversity & Inclusion Policy and Action Plan (see **Strategy** below), and hosting diversity events with employees, to ensuring its own composition becomes more diverse over time (see **Measurable objectives** below).

The Board is currently gender balanced, with an experienced global Chinese/Australian director. Board succession planning will ensure the composition of the Board becomes more diverse over time.

The Board has been highly supportive of nib's CQ journey and has been keen to be kept up to date and to participate at each stage. The Board found the **CQ Audit** and **CQ Report** invaluable, and has been keen to include diversity and inclusion measures in quarterly board reports and in regular engagement pulse surveys to track progress.

nib Group has established dedicated roles to support the Board in its diversity and inclusion goals, including a Group Head of People Talent & Inclusion, a Group Capability & Inclusion Manager, and an Inclusion and Diversity Advisor.

Strategy

nib first adopted a Diversity & Inclusion Strategy in October 2018, which clearly linked diversity with growth and performance, and set out initiatives in relation to gender and sexuality, accessibility and culture and heritage.

In December 2019, nib introduced a [Diversity & Inclusion Policy](#), which includes “a commitment to promoting an inclusive culture where individual differences are valued and our people have a sense of belonging, can bring their authentic selves to work and feel psychologically safe to offer new ideas and perspectives”.

In March 2021, nib established a [Diversity & Inclusion Action Plan](#), which set out its commitment to diversity and inclusion, and detailed actions (see **Action**), and measurable objectives for the coming three years (see **Measurable objectives and benchmarking**). The Action Plan was based on employee insights, obtained through an Employee Experience and Inclusive Workplace Survey.



In May 2021, nib developed Te Hononga – Māori Relationship Plan, which describes nib's journey to develop and enhance its relationship with Māori, and outlines core pillars underpinning its approach to working with the Māori community and developing enduring relationships. You can read more about nib's work to develop **Relationships with Māori** below.

Strategies and policies are not enough on their own, but they are tangible evidence of the commitment and prioritisation of resources to the growth and promotion of diversity and inclusion in a workplace. Strategies and policies must be backed-up by action (see **Action**), and measurable objectives and benchmarks (see **Measurable objectives and benchmarking**).

Signalling

nib has signalled its commitment to diversity and inclusion externally and internally. Diverse employees and customers can now 'see themselves' in the imagery and branding used across nib platforms, where they couldn't before.



nib's commitment to diversity features on its [website](#), which prominently states “We believe diversity and inclusion create stronger, more connected workplaces and communities, helping us to better recognise and meet the needs of our members” and “we're committed to providing equal employment opportunities and a healthy and supportive work environment”.

So too does nib's commitment to Te Tiriti o Waitangi: “We understand health is a taonga and are committed to the principles of **partnership, participation and protection**, which underpin Te Tiriti o Waitangi relationships between the Government and Māori. Implementation of these principles helps us in our day-to-day work.

nib has made a concerted effort to signal the value of migrant customers by implementing multi-lingual services, translating product brochures, advertising with ethnic media publications, and developing tailored healthcare packages for migrant customers, taking traditional ethnic medicine practices into consideration. You can read more about **nib's work with Chinese customers**, for example, below.

Internally, diverse employees can see Rob and the Board's leadership (see **Leadership**), anchored in organisational strategy (see **Strategy**), and backed-up by action (see **Action**). All new employees are welcomed to the organisation with information about nib's commitment to diversity and inclusion, employee-led diversity groups, and resources.

nib's work with Chinese customers

In 2018, nib made it a strategic focus to signal the value of Chinese customers to their health insurance business.

nib began with extensive customer research, and learned that new migrants lacked confidence and information – they were looking for help and authority, the majority hadn't heard about nib, and of those who had, many saw the nib brand as too relaxed and casual – nib didn't convey expertise, size, strength or medical authority.

nib set out to create the first end-to-end Chinese health insurance in the New Zealand market. It wasn't enough to just create ads in Chinese – nib redesigned its whole marketing, sales and service mix to appeal to the needs of this unique and growing group of New Zealanders.

This involved recruitment, employee training, translation work, the appointment of suppliers who could operate in new languages, sponsorship, experiential, media partnerships and advertising.

nib launched multilingual sales and service processes, involving web experience, customer communications and advertising in simplified Chinese, providing services in Mandarin and Cantonese, and a bespoke insurance offering which included benefits such as traditional Chinese medicine and acupuncture.

nib's efforts have grown the health insurance market and generated more sustainable revenue. The average premium generated from the migrant segment increased 36 per cent, reflecting a return on investment of \$4.79 for every \$1 spent. New migrants are more likely than other target segments (and the total) to consider nib due to its good reputation in valuing superdiverse customers and employees (35 per cent vs 23 per cent),³ and customer satisfaction rates have increased from 31 to 37 NPS® points.

Action

While anchored in strategy and signalled publicly, nib's commitment to diversity and inclusion is also reflected in concrete action. nib's [Diversity & Inclusion Action Plan](#) focuses on three main pillars:

- Culture and heritage,
- Accessibility, and
- Gender and sexuality.

Culture and heritage

nib's commitment on culture and heritage states:

We are proud of our diverse workforce comprised of people from many cultural backgrounds, religions and countries of origin. We celebrate the differences that our employees bring to our business and understand that these unique perspectives enable us to accelerate innovation. Promoting cultural exchange and increasing our cultural competency is imperative to us, as it allows us to

³ 2018 AC Neilson Brand Tracker Survey for nib.

continue to challenge the status quo both in the workplace and the communities in which we operate.

Actions being taken by nib include:

- Promoting nib as an inclusive employer that values and supports diversity in order to attract and hire people from a broad range of cultural and linguistic backgrounds (this has seen the number of ethnically diverse people in senior leadership positions increase from 0 per cent in 2017 to 25 per cent in 2021),
- Cultural awareness training for all leaders and employees – to grow cultural capability for themselves and for the company,
- Implementing the *Leading Inclusively* training programme, which highlights the ways unconscious bias can impact decision making, and provides techniques for understanding and mitigating conscious and unconscious bias to create an inclusive workplace and prevent discrimination against customers,
- A suite of actions to develop better relationships with Māori customers and employees (see **Relationships with Māori** below), and
- Sponsorship of cultural events including the Auckland Chinese Community Centre Chinese New Year Festival and Kiwi Indian Hall of Fame Awards.

Relationships with Māori

nib's Māori Relationship Plan, Te Hononga, sets the scene for how nib intends to grow its relationship with Māori.

This includes Te Pae Reretahi – “*moving together towards the horizon or a distant goal*” – a project which aims to build relationships with iwi, hapū and other Māori organisations to co-design and develop iwi/hapū-specific wellness programmes and products.

nib's partnership with Ngāti Whātua Ōrākei (**NWŌ**) illustrates how this works in practice. Working together, nib and NWŌ created a first-of-its-kind health and wellbeing programme – [NWŌ Health Insurance](#).

NWŌ Health Insurance provides hapū members with free universal private health insurance and tailored benefits, including a Rongoa Māori treatment benefit and a mental health benefit. nib will offer a similar programme to Ngāti Porou from December 2021.

NWŌ also provides *Whatua te Aho Tukuruā*, a 10-week 'cultural coalition' programme for nib employees, focused on history and conversational te reo. 115 nib employees graduated in 2020, and a further 130 enrolled in 2021 (some employees have done more than one course).

nib has also developed an online training module called 'nib and iwi', which has the following learning goals:

- Understanding why iwi relationships are important to nib,
- Explaining which iwi nib has a relationship with,
- Explaining the way nib interacts with iwi members, and
- Discussing the iwi products nib offers.

Aspects of te reo and tikanga have also been incorporated across the organisation, including:

- Powhiri as part of the on-boarding process,
- The nib waiata 'Ka tū, ka ora' (we stand, we thrive), written by Anna Coddington,
- nib values, job advertisements and other everyday documents include te reo and whakataukī (proverbs),
- Opening of meetings with karakia, including company events and roadshows,
- Bilingual signage in nib offices, and
- Celebrating events like Matariki and Te Wiki o te Reo Māori.

Recruitment is another area of focus. Vacancies are advertised with NWŌ and several hapū members have been placed in various roles. This includes two new Kaiārahi roles aimed at supporting whānau in their wellness journey.

nib has also established new Māori and Pacific internships to create a stronger link between nib and iwi, in partnership with [TupuToa](#), an organisation which aims to grow Māori and Pacific leaders. Recruitment for Māori and Pacific interns starts in March 2022.

Accessibility

nib's commitment on accessibility states:

We're passionate about inclusively designing our work environment, products and services to overcome barriers to access for our employees, members and travellers so they can thrive irrespective of any difference in ability. We collaborate with our employees to create a culture where they feel safe to share their individual requirements and trust that they will be treated with dignity.

Actions being taken by nib include:

- Promoting nib as an inclusive employer that values and supports diversity to attract and hire people with diverse backgrounds and skill sets,
- Establishing a transparent process for managing and providing reasonable assistance to employees with disabilities,
- Developing strategic partnerships with specialist recruiters to hire people with disabilities,
- Providing training for hiring managers to be confident hiring, welcoming, and working alongside people with a disability,
- Ensuring all new office fit outs and refurbishments are designed and built with dignified access in mind,
- Collecting and analysing data from employees to inform goals, programmes, and initiatives for employees with accessibility requirements,
- Supporting Accessibility@nib, an employee working group, to identify and action opportunities to support accessibility for employees,
- Providing neurodiversity training for leaders, facilitated by the Accessibility Tick,
- Promoting availability of flexible working practices by measuring employee perceptions, seeking employee feedback, and sharing examples of flexible working arrangements,
- Developing a mental health and wellbeing framework to increase employee engagement around health and wellbeing initiatives,

- Creating an internal “*Inclusion Hub*”, which collates diversity and inclusion resources for all employees, including links to employee stories and diversity groups, and
- Updating its external marketing collateral to better reflect the diversity of differently abled bodies.

Gender and sexuality

nib's commitment on gender and sexuality states:

We're implementing change to progress gender equity within our workforce and the communities in which we operate. Our commitment to ensure gender is not a barrier is reflected in our gender representation at board and senior management levels. Our business leaders strive to create meaningful opportunities that empower individuals of all genders to reach their full potential. Our LGBTTQIA+ employees play a key role in contributing to the richness of our diverse people profile.

Actions being taken by nib include:

- Promoting nib as an inclusive employer that values and supports diversity in order to attract and hire more women, trans and gender diverse people (the number of women in senior leadership positions has increased from 40 per cent in 2017 to 66.7 per cent in 2021),
- Providing LGBTTQIA+ Inclusion at Work training to all leaders and employees, facilitated by Rainbow Tick, by May 2022,
- A commitment to provide training to all leaders and employees on identification of employees experiencing domestic and family violence and how to support them when working as part of a distributed workforce,
- Understanding the drivers behind pay inequity across all genders and determining appropriate actions to address inconsistencies,
- Ensuring gender reporting reflects the trans and gender diverse identities of nib employees,
- Demonstrating nib's support for LGBTTQIA+ days of significance and promoting active allyship within the workforce,
- Installing gender neutral restrooms in nib offices,
- Educating employees and leaders on the importance of instating visible Personal Gender Pronouns (PGP) for creating a more inclusive workplace,
- Enabling employees to nominate their PGP across a range of avenues, including payroll, Zoom sessions, email signatures and online profiles,
- Enabling customers to nominate their PGP and title within their personal details to ensure their psychological safety, and
- Supporting the LGTBQIA+ community through sponsorship assets.

Measurable objectives and benchmarking

The last piece of the CQ puzzle is that nib has committed, in its [Corporate Governance Statement 2021](#), to measurable objectives including:

- Ensuring that employees and directors are selected from diverse candidate pools by having a 40/40/20⁴ gender mix in interviewing panels and shortlisted candidates for all management, executive and Board positions,
- Developing diverse leadership teams and talent pipelines by having a target of 40/40/20 gender mix represented in the following role levels: Manager and team leaders, Heads of business units and Executives,
- Ensuring female representation in Board positions by having a minimum 3 females or gender non-specific directors and a minimum 1 female or gender non-specific member of its People and Remuneration Committee,
- Providing employees with workplace flexibility by ensuring 100 per cent of roles are open to hybrid and flexible work arrangements,
- Seeking to reward people fairly by supporting a gender pay equity target of <5 per cent by 2025, and
- 100 per cent of cultural awareness training completed across key leadership roles by 2022.

nib tracks and monitors its progress through ongoing **CQTick**, [Rainbow Tick](#) and [Accessibility Tick](#) accreditation.

nib also benchmarks against other top companies through the [Diversity and Inclusion Index](#) run by Refinitiv. In 2020, nib placed 87th globally, earning a top spot on the D&I Index for a second time.

2021 CQ Audit

In November 2021, a new CQ Audit was conducted. 148 out of 180 nib staff participated in the 2021 **CQ Audit**, providing a response rate of 82 per cent.

The results showed that nib was still incredibly diverse:

- **48 per cent** of nib employees are millennials – up 5.6 per cent,
- More than **40** different ethnicities were represented,
- nib has a significant proportion of Chinese and Indian staff,⁵ which will help nib to service the needs of these diverse communities,
- **26.71 per cent** of nib employees have a family member of a different ethnicity,
- **70 per cent** of nib employees had at least one parent born outside New Zealand,
- **66 per cent** of nib employees have lived, worked or studied in 35 different countries,

⁴ The 40/40/20 ratio measures the percentage of individuals that represent in the following gender identifying categories: 40% male, 40% female and 20% any gender.

⁵ 10.20 per cent of employees identified as Chinese, in comparison to 5.27 per cent of the general population (247,770 out of a total 4,699,755 people): Stats NZ "2018 Census ethnic group summaries" <https://www.stats.govt.nz/tools/2018-census-ethnic-group-summaries/chinese>, and 14.29 per cent of employees identified as Indian compared with 5.09 per cent of the general population (239,193 out of a total 4,699,755 people): Stats NZ "2018 Census ethnic group summaries" <https://www.stats.govt.nz/tools/2018-census-ethnic-group-summaries/indian>.

- **50 per cent** of nib employees were born outside New Zealand, in one of 20 different countries, compared with 27.4 per cent of the general population,⁶ and 41.6 per cent of the Auckland region population,⁷
- **30 per cent** of the employees born outside New Zealand were part of the “1.5 generation” (having immigrated to New Zealand between the ages of 6-18 years),
- **32.64 per cent** of nib employees will have acquired CQ as a result of growing up in culturally diverse neighbourhoods, and **37.5 per cent** of nib employees will have acquired CQ as a result of attending culturally diverse schools,
- **75 per cent** of nib employees have had life experiences that exposed them to other cultures and languages,
- more than **10** different religions or beliefs are represented at nib, including Buddhism, Christianity, Hinduism, and Islam,
- English is a second language for **21.53 per cent** of nib employees,
- nib employees have some level of knowledge of **51** different languages; they are fluent in **33** languages other than English and have partial knowledge of **41** languages,
- Over **half** of all nib employees now have partial knowledge of Te Reo Māori, up from **17 per cent** in 2017,
- **10** per cent of nib employees have an accessibility need, long-term illness or long-term health condition,
- nib employees are gender diverse, with very high levels of female representation (**68.09 per cent** of nib employees identify as female; **29.08 per cent** as male; **1.42 per cent** as two-spirit; and **0.71 per cent** as transgender), and
- **10** per cent of nib employees identify as part of the Rainbow (LGBTQIA+) communities.

Most significantly, the results of the self-assessment showed the pay-off from nib's work over the past four years to promote a diverse and inclusive workplace and customer service:

- familiarity with other cultures went from an average 67 per cent across a range of indicators, to 90 per cent – a **23 per cent** increase,
- understanding of Te Reo and Tikanga Māori went from an average 75 per cent across a range of indicators, to 89 per cent – a **14 per cent** increase,
- individual CQ went from an average 79 per cent across a range of indicators, to 93 per cent – a **14 per cent** increase,
- organisational CQ went from an average 74 per cent across a range of indicators, to 97 per cent – a **23 per cent** increase – stand out results including:
 - **99 per cent** agreement that nib makes people from other cultures feel included and comfortable,
 - **96 per cent** agreement that bullying, harassment and discrimination are not tolerated at nib,

⁶ Stats NZ, “New Zealand's population reflects growing diversity” (23 September 2019)

<https://www.stats.govt.nz/tereonews/new-zealands-population-reflects-growing-diversity>.

⁷ Stats NZ, “2018 Census place summaries – Auckland Region” <https://www.stats.govt.nz/tools/2018-census-placesummaries/auckland-region#ethnicity-culture-and-identity>.

- **99 per cent** agreement that nib values diversity,
- **97 per cent** agreement that nib communicates effectively with stakeholders from diverse cultures,
- **99 per cent** agreement that nib is effective at recruiting people from culturally diverse backgrounds,
- **96 per cent** agreement that employees are respected for the unique differences, background and experiences they bring to the organisation,
- **96 per cent** agreement that nib has an inclusive culture that enables employees to be their authentic selves at work, and
- **96 per cent** agreement that nib celebrates diversity by using greetings and phrases from other cultures.

The 2021 **CQ Audit** concluded that nib's work over the past four years has transformed the culture of the organisation, and significantly increased individual and organisational CQ.

nib's Māori-focused initiatives – Te Hononga (Māori Relationship Plan), Te Pae Reretahi (Māori partnerships), and Whatua te Aho Tukuruā (cultural coalition training) – have also significantly increased Māori cultural capability.

Where to from here

The 2021 **CQ Audit** confirmed the path the organisation was on and the need to continue to build on the progress that had already been made.

The **CQ Report** made a number of recommendations to assist with that:

- **Share the progress** – nib should share the **CQ Audit** with customers and employees to further demonstrate its commitment to diversity and inclusion, and the progress that has been made. nib's diversity and cultural competency should be a key part of its customer and employee value proposition.
- **Keep up the good work** – nib should continue to proactively encourage its employees to express their identities and bring their whole selves to work. Part of this should involve working with the 34 employees who put their hands up to become "superdiversity champions", to identify ways of promoting a more diverse and inclusive workplace.
- **Focus on Māori cultural capability** – The **CQ Audit** found that self-assessed Māori cultural capability was reasonably strong, and a significant improvement from 2017 levels. However, there is still room to grow. The **CQ Report** therefore recommended that nib continue its efforts to attract and retain Māori employees and to build Māori cultural capability.
- **Focus on Pasifika cultural capability** – The **CQ Audit** found that the proportion of employees identifying as Pasifika aligns with the general population.⁸ The **CQ Report** therefore recommended that nib consider growing business partnerships to attract more clients from these ethnic segments, leveraging off the knowledge of culture and language of its Pasifika employees.
- **Focus on gender and sexuality** – Around one-fifth of respondents said they didn't feel able to be open about their sexual orientation and/or gender identity. The **CQ**

⁸ 8.84 per cent of employees identified as Pasifika, in comparison to 8.3 per cent of the general population: Stats NZ, "Estimated resident population (2018-base): At 30 June 2018" (23 September 2021) <https://www.stats.govt.nz/information-releases/estimated-resident-population-2018-base-at-30-june-2018#ethnic>.

Report therefore recommended that nib continue to focus on gender and sexuality, and on creating a safe and inclusive workplace for employees who identify as part of the Rainbow (LGBTQIA+) communities.

- **Regular and ongoing training** – The **CQ Audit** identified a gap in knowledge of how people from other cultures relate to each other, and that 14.7 per cent of nib employees do not take unconscious bias into account when making decisions. The **CQ Report** therefore recommended that nib conduct regular and ongoing CQ and unconscious bias training.
- **Help staff 'Speak Up'** – Around one-fifth of respondents said they wouldn't feel comfortable speaking up if they saw someone acting in an inappropriate way at work. This isn't surprising given that nib is so culturally diverse and there are cultural barriers to speaking up, especially if you come from a culture which values of collectivism (Māori, Pacifica and Asian) in contrast to the individualist values of Anglo-Saxon New Zealanders. However, the **CQ Report** recommended that nib develop a Speaking Up Policy to increase employees' levels of comfort in raising issues or conduct that concerns them. Diverse staff need to be engaged in the development of that policy to ensure it is culturally appropriate and thus will be effective.
- **Research customer perceptions** – Finally, the **CQ Report** recommended that nib consider doing some research that would test customer perceptions of nib's cultural capability, to augment the **CQ Audit** research on employee perceptions.

nib's response to 2021 CQ Audit recommendations

nib was pleased to have its direction of travel endorsed by the Superdiversity Institute and accepted the Superdiversity Institute's recommendations. It will start by briefing employees on the **CQ Audit** results and updating its partners on nib's **CQTick**, Rainbow Tick and Accessibility Tick accreditations. nib has had initial discussions with Pasifika leaders and hopes its Toi Ora / Te Pae Reretahi project will provide a model for future partnerships with Pasifika organisations. nib will also:

- Continue to proactively encourage employees to express their identities,
- Work with the 34 employees that volunteered to become a "superdiverse champion",
- Continue efforts to attract Māori employees, and to mentor those from NWŌ, and have them working at nib and benefiting the company's cultural capability in te reo and tikanga Maori while they learn business skills,
- Continue to focus on gender and sexuality and creating a safe and inclusive workplace for employees who identify as part of the Rainbow (LGBTQIA+) communities,
- Conduct regular unconscious bias training,
- Consider developing a Speaking Up Policy, and
- Conduct a further **CQ Audit** in two years.