

Mastering SAP

Taking action & measuring outcomes: Improving workplace belonging for underrepresented groups

Kirsty Donbavand – People & Capability Manager

May 2024

Ko

Tarikaka

Te Maunga

Ko

Waikanae

Te Awa

Ko

Donbavand

Toku Whānau

Ko

Kirsty

Toku Ingoa



She/Her

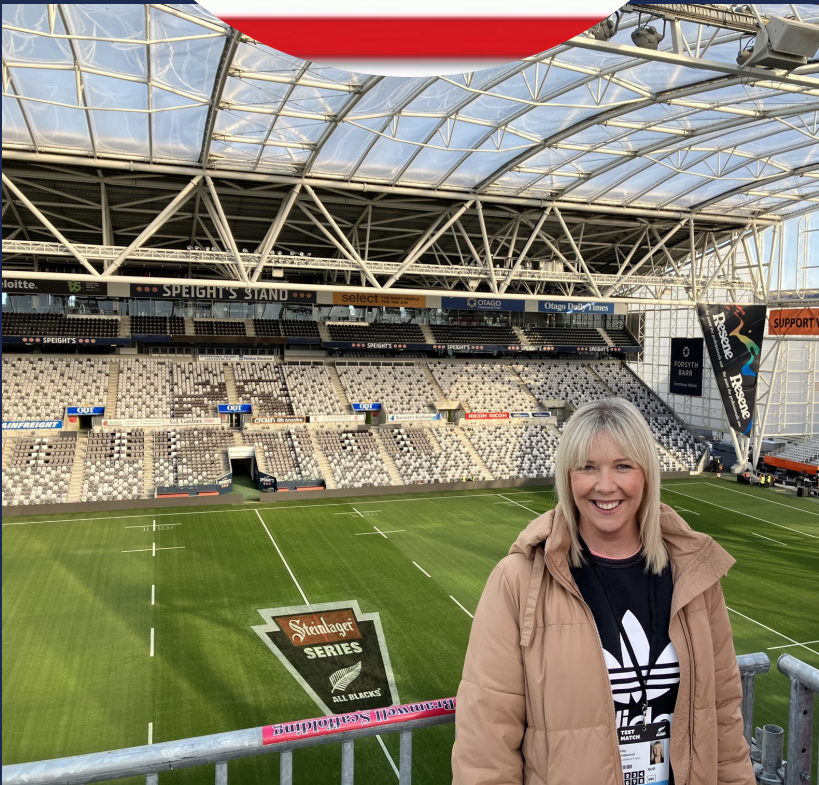
Kei Whutuporō Aotearoa ahau e mahi ana

He

**People &
Capability
Manager**

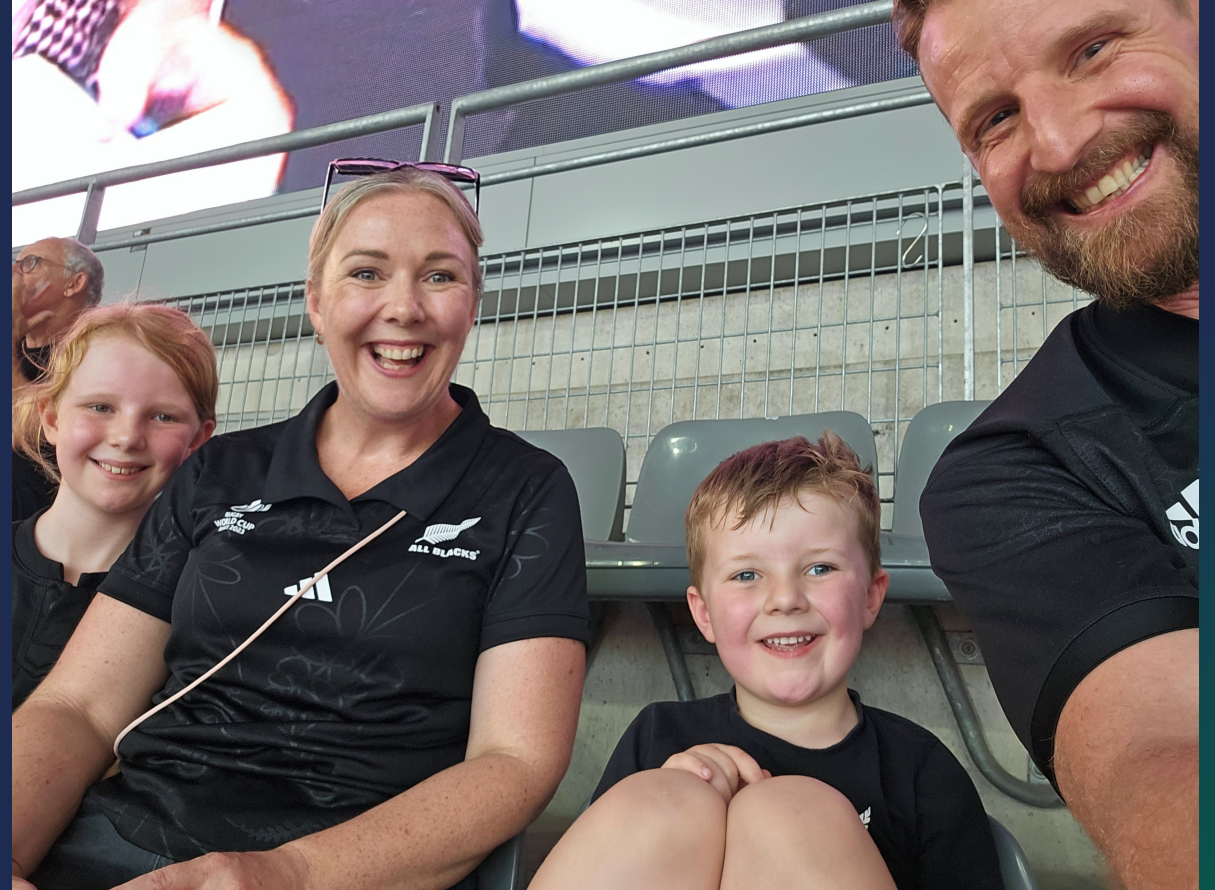
Ahau

Rugby is part of who I am, I know I'm not alone. Its woven into the fabric of NZs history, it's a vehicle to connect us to the rest of the world!



“pièce de resistance”

September 2023 – Opening match Men's RWC PARIS!



New Zealand Rugby History

- Rugby arrived with the early settlers from Britain, soon after NZ was colonised in 1840.
- Māori played similar game called Kī-o-rahi
- New Zealand Rugby (NZR) is one of New Zealand's largest sports organisations
- New Zealand Rugby is an incorporated society (Not for Profit), governed by the goals and rules set out in its Constitution
- In 1995 international rugby became professional with contracted professional rugby players
- Hasn't always been a “place for anyone”



NZR as a workplace - “a privilege and a challenge”

- Our game plays on the weekend – hours of work/flexibility
- In certain pockets – there's lots of travel
- In certain teams there's limited engagement with the game
- Build/keep connection to the grass
- We are not isolated from challenges
- High profile due to the passionate relationship with New Zealanders and the world – in the media, comes with ups and downs

“The All Blacks are the most successful men's rugby team of all time”

“The Black Ferns have one of the best winning percentages in international rugby.”

Sport



LGBTQ+
VOICE

NZ RUGBY CEO

MARK ROBINSON

“WE WANT TO BE A FORCE FOR GOOD”

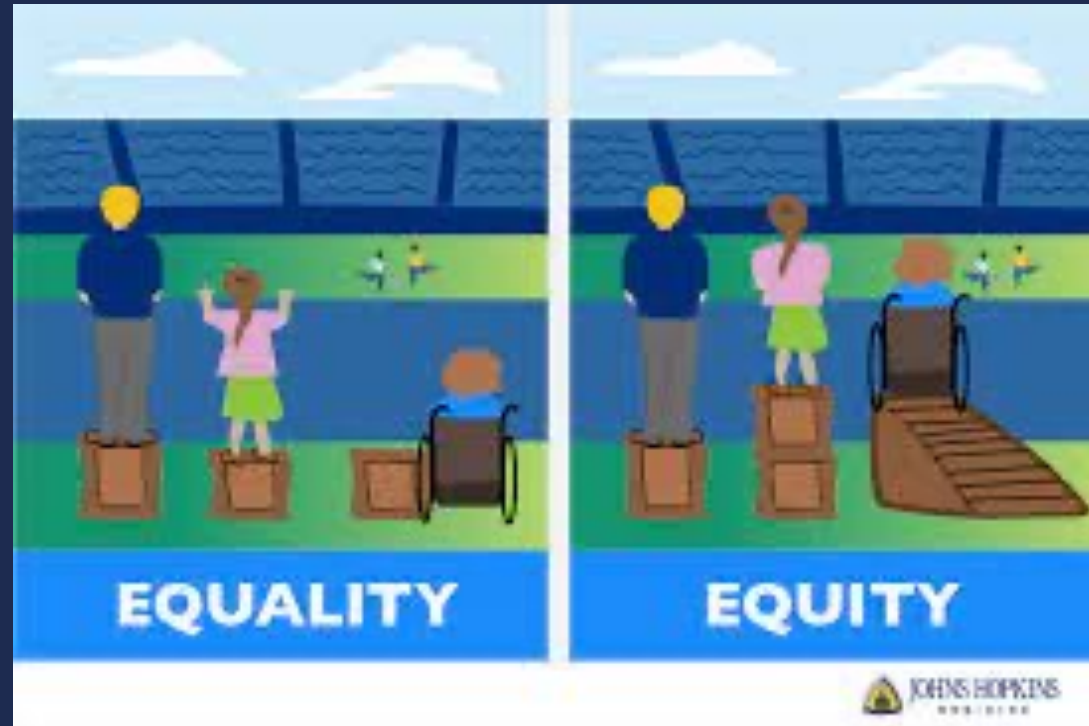
ARTICLE | OLIVER HALL & LEVI JOULE
PHOTO | SUPPLIED BY NEW ZEALAND RUGBY / GETTY IMAGES

To mark IDAHOBIT (International Day Against
LGBTQIA+ Discrimination) **Mark Robinson** tells
express what New Zealand Rugby is doing to



Rugby's biggest challenge !!!

- Diversity, equity and inclusion of our sport



Strategy snapshot

Rautaki tāpoto

Our vision is to inspire and unify through rugby

Our strategic pillars are:



**Winning
with mana**



**Rugby at the heart of
our communities**



**Loved game,
loved brands**



**Unleashing rugby's
commercial potential**

We'll enable success through:



**Enhancing the
welfare of our players**



**Thriving people,
thriving game**

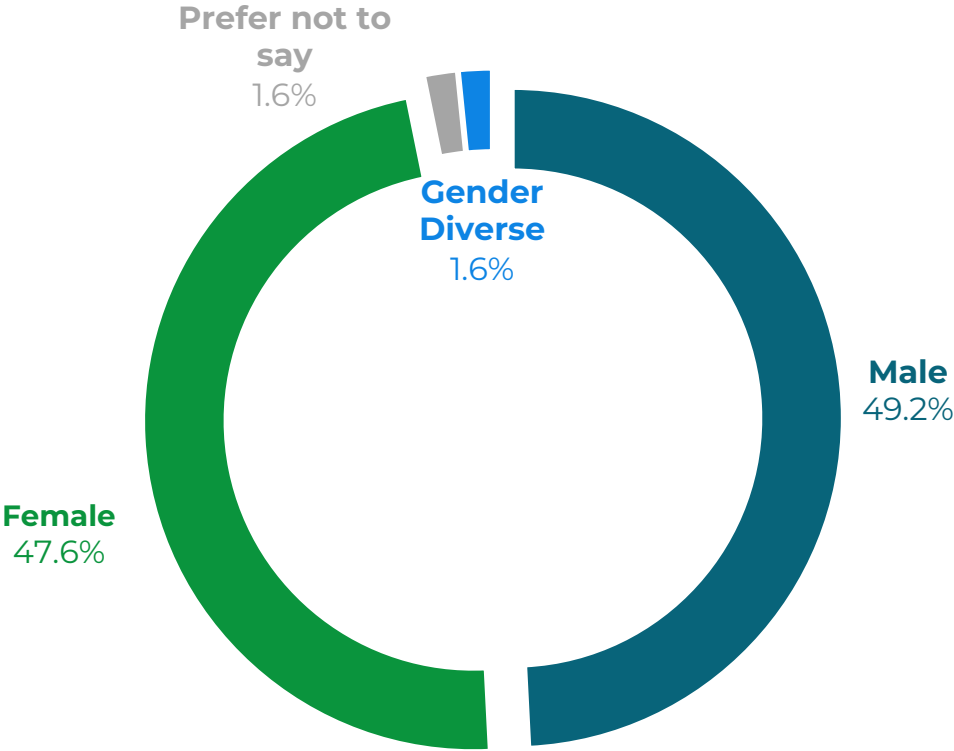


**Leading through
technology**

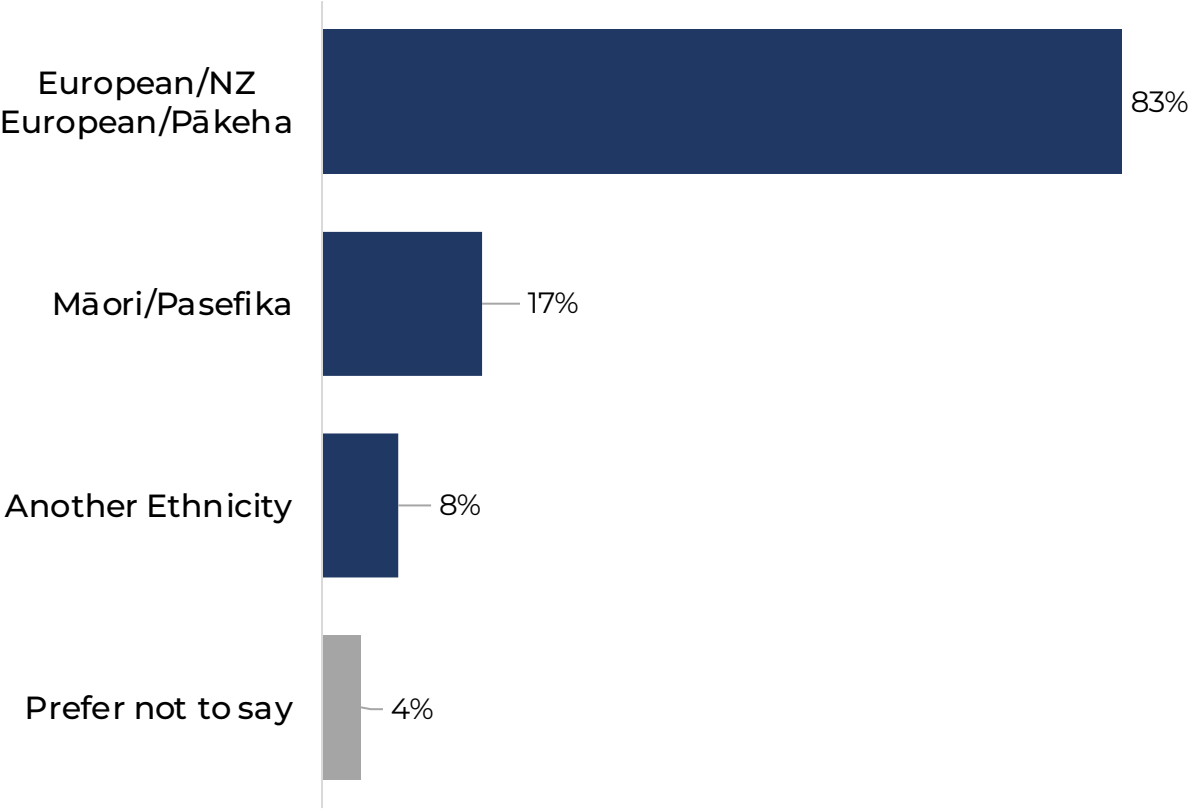
Thriving People, Thriving Game

Mauri tū, Mauri ora

Gender



Ethnicity



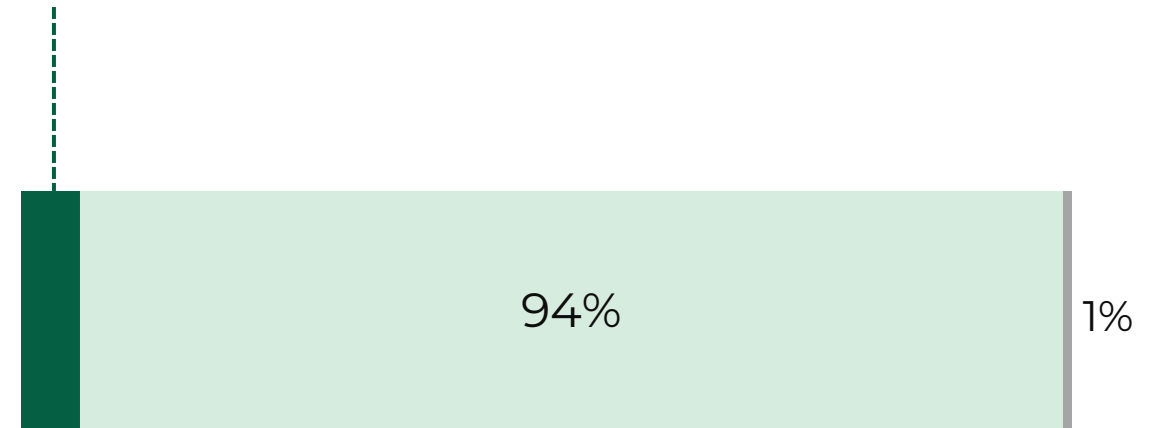
9% have a disability*

*including chronic health and mental health conditions



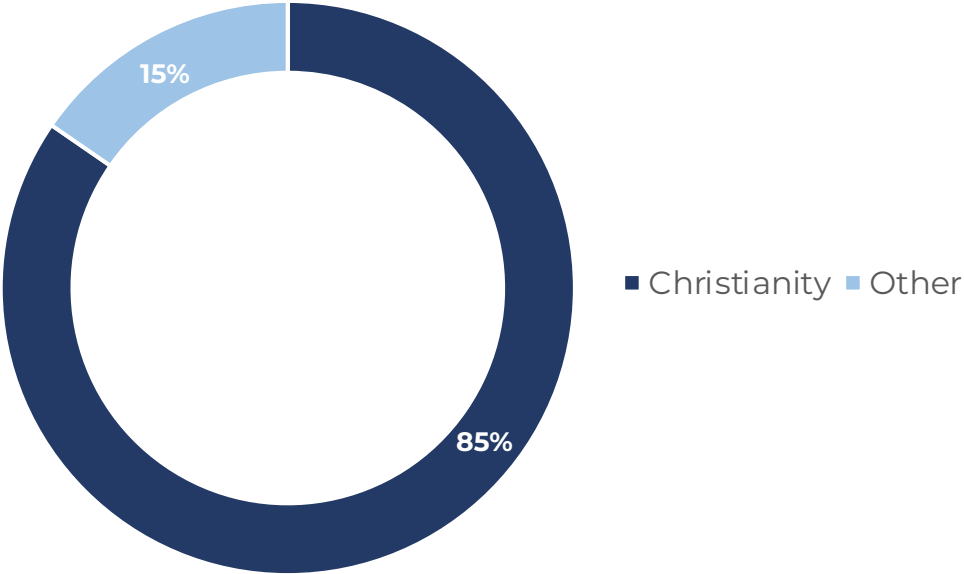
■ Don't have a disability ■ Prefer not to say

6% identify as LGBTQIA+



■ Not LGBTQIA+ ■ Prefer not to say

20% of staff practice a religion or spirituality, identifying with the following religions:



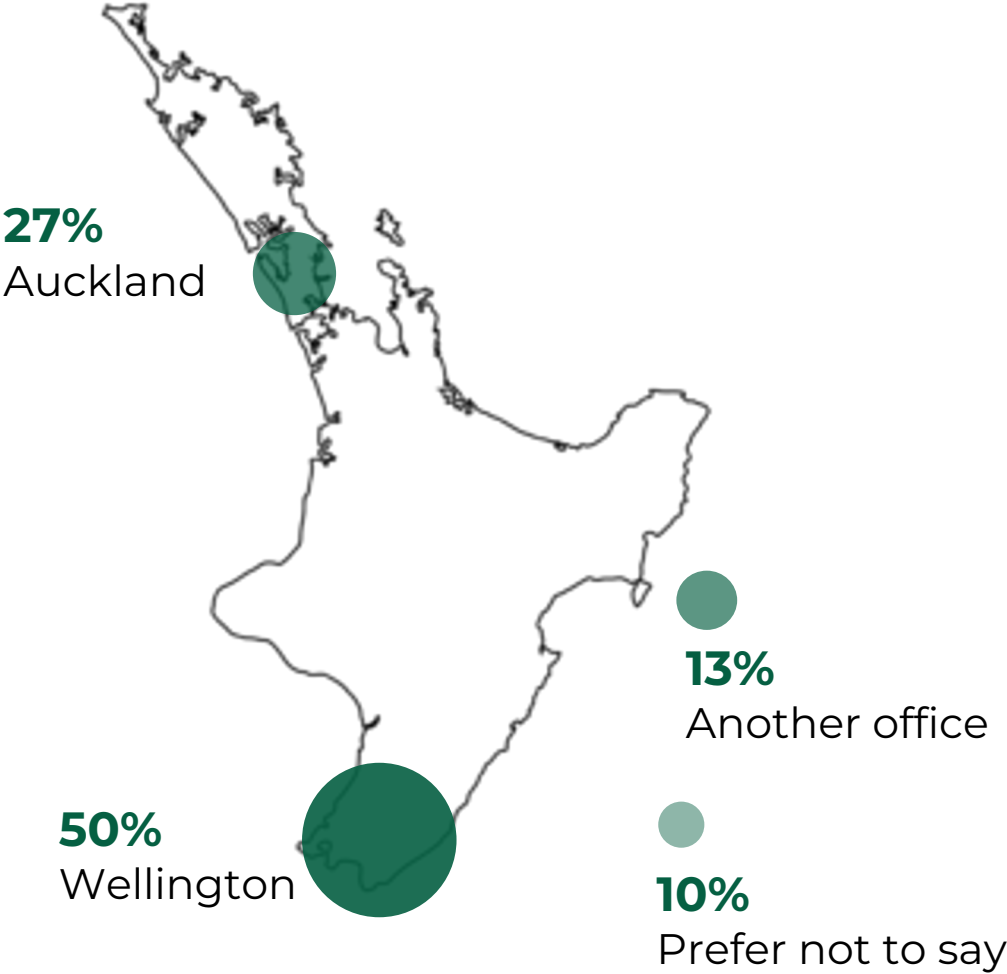
62%

don't perform religious or spiritual practices in the workplace

38%

perform religious or spiritual practices in the workplace

Half of our staff work in Wellington



We won't stop trying to be better...

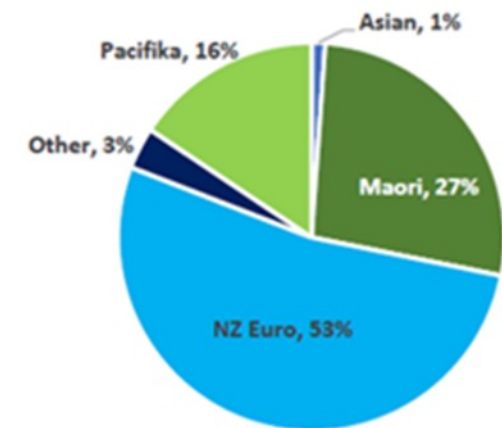
We can only strive to mimic the diversity demonstrated in our game!

For professional players overall 57% are Māori and/or Pasifika



% NZ Population vs % of Community Rugby Players

- 9% Pasifika vs 16%
- 16.5% Māori vs 27%
- 15 % Asian vs 1%
- 70% Pakeha vs 53%
- 50.4% Female vs 18%



NZR Equity Diversity & Inclusion Strategy

- signed off by the NZR board March 2021 to ensure that everyone see's a place for themselves in rugby.
- Contributes to our “Thriving People, Thriving Game” pillar
- The strategy is built around four focus areas (Māori, Women, Pasifika and Rainbow communities)

Governance & Senior Leadership

- NZR Board Diversity Action Plan
- Board D&I Capability Framework
- NZR Board set a target for all rugby boards to achieve 50% overall diversity, 33% women by 2024
- Women and Girls Strategy – 40% women by 2034
- Global women gender target 40:40:20 at all levels of NZR

Collaboration

- NZ Maori Rugby Board
- Diversity & Inclusion Committee
- Tausoa Fa'atasi Pasifika Advisory Group
- Solesolevaki Pasifika Staff Network
- Diversity Works

Policies, Practices, Environment

- Tikanga, waiata, te reo Māori at NZR
- New staff induction, newly contracted player induction
- Māori Rugby Board Strategy
- Women & Girls Strategy
- Pasifika Strategy
- TupuToa Internship
- Equitable development opportunities

POLICIES REVIEWED:

- Recruitment & Selection Policy update
- Harmfree workplace policy
- Leave policy

Leading Trough Technology

Success Factors implementation – WHY?

- **Disconnected systems**
- **Inefficient manual processes**
- **Lack of integration and automation**
- **Visibility and reporting**

We needed to be able to monitor where we were and how we were tracking with making improvements.

Success Factors Solution

Ability to centralise and streamline HR processes, which align perfectly with our organisational goals and inclusion ambitions.

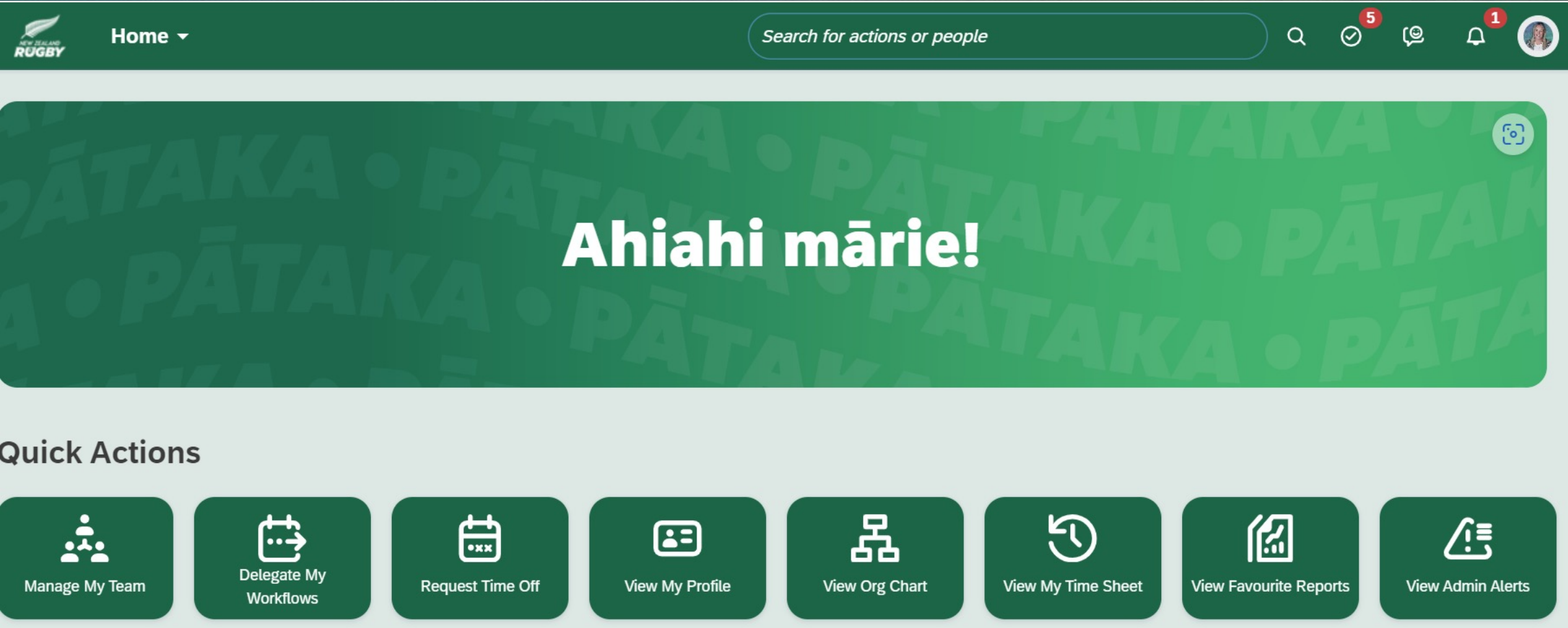
Flexibility to be personalised to reflect our unique cultural values, earning the name 'Pātaka'—a Te Reo Māori word meaning 'storehouse,' referring to its role as a central location for all employee-related information.




Pātaka Impact

- Integrated Core HR, Recruitment, and Onboarding modules to deliver a single streamlined HR network.
- Addressed the previous challenges of disconnected systems and manual processes but also improved data management
- We now collect all demographic data from our people:
 - Gender
 - Ethnicity
- Customisations: Rugby teams, sizing to be able to pull reports when we need to order any adidas uniform
- Mobile App for Leave management
- Reporting !







Look & Feel





Look & Feel – Profile

Employee Files ▾

Search for actions or people







Kirsty Donbavand ▾
She / Her 
Chief People Safety and Wellbeing Officer
(12014)
People, Safety and Wellbeing (DP48), Executive
(DV31)
Wellington (N1W) (Pacific/Auckland)
Local time: Wednesday, 07:20:57
kirsty.donbavand@nzrugby.co.nz

First coffee... then work !

⋮ Actions

 Header

 As of Today

General Information

Personal Information ▾

Employment Information ▾

Time Management

Remuneration Information ▾

Profile ▾

Equity Diversity & Inclusion Impact

- We Improved Engagement & belonging scores for underrepresented groups (Māori, Women, Pasifika, LGBTTQIA+)
- Made changes to physical workspace building a better sense of belonging at work.
- Pataka, our indigenous brand for our SuccessFactors has supported user buy-in
- The proportion of staff seeing and hearing our organization, colleagues and leaders advocate for diversity and inclusion has increased.



Video – Internal Office refresh – Representation



TE WHARE WHUTUPŌRO WAIATA

Ko te whare whutupōro e ngunguru nei

I au au aue ha!

**Te whare whutupōro
Te ara Rangatira
Tū Kotahi tū te ihi e**

**Te whare whutupōro
Maioha ihiihi
Hīranga tū tika e**

**Te whare whutupōro
He whare tū tonu
Tū kotahi tū te ihi e
Tū kotahi tū te ihi e**

Ko te whare whutupōro e ngunguru nei

I au au aue ha!

The house of rugby reverberates

It is our time, it is our moment!

The house of rugby
The rugby way
Unites and inspires

New Zealand Rugby
Welcoming, inspiring
Being our best, playing fair

The house of rugby
Standing strong
Uniting and inspiring
United and inspired

New Zealand Rugby reverberates

It is our time, it is our moment!

Written by our Kaihautu Māori, Matua Luke Crawford

TE ARA RANGATIRA - THE RUGBY WAY

BE WELCOMING TE POU MAIOHA

Rugby is a game for all,
regardless of our
backgrounds, beliefs,
or identity

BE OUR BEST TE POU HIRANGA

We strive for excellence on
and off the field, driven by
a belief that rugby can
improve people's lives

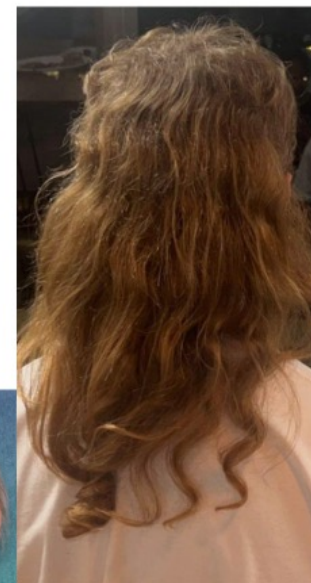
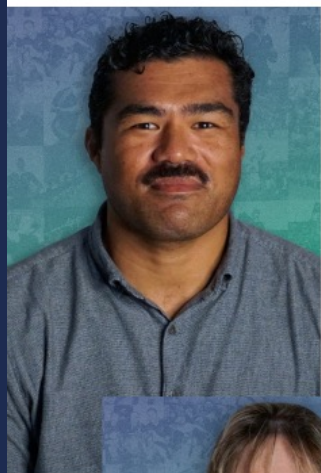
BE PASSIONATE TE POU IHIIHI

Rugby is more than just a
game, it builds communities
and fosters a lifelong love
of the game

PLAY FAIR TE POU TIKA

We do what we say we'll do,
acting with honesty
and integrity at all times

Supporting our people being people !





CLOSING KARAKIA

**Mauri tū, Mauri ora
Mauri ora ki te whaiao
Mauri ora ki te taiao
Mauri ora ki Te Ao Mārama
Tihei, Mauri Ora!
Haumi ē! Hui ē! Tāiki ē**

Written by our Kaihautu Māori, Matua Luke Crawford

*Mauri is the alert life force and reflects a theme of building strength and “stepping up” to preparing to move to the next level.
The life of the natural world that is the emergence from darkness to the world of light, Te Ao Mārama.
To sneeze the breath of life. United and ready to progress the purpose of coming together today*