

New Zealand Census of Women's Participation in Governance and Professional Life

04

What gets counted gets done **He Tātai Tangata Ka Tāea**



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foreword

The Human Rights Commission and the New Zealand Centre for Women and Leadership are delighted to present the first New Zealand *Census of Women's Participation in Governance and Professional Life*. The Census is a public benchmarking tool which provides nationwide data on women in leadership and decision-making positions in private and crown companies, business, law, politics and the top rungs of academic life.

We provide for the first time the results of a census of women board directors for the top 100 organisations in the NZX index and the 12 organisations in the new NZAX index. We also include the figures derived from 35 New Zealand Crown Companies as reviewed by the New Zealand Crown Company Monitoring Advisory Unit (CCMAU).

Unfortunately the findings reveal a chronic under-utilization of women's skills and talents in governance as members of boards of top companies in the private corporate sector. Crown Companies, by comparison, have almost seven times the proportion of female directors. This is the result of successive Governments' commitment to improve gender representation on Crown Companies. We hope that by quantifying the low numbers of women in boardrooms that business leaders will be encouraged to think differently about future appointments.

The material on women directors enables ongoing monitoring as well as providing comparisons between New Zealand and other Western countries including Australia, the United States, Canada and

Britain. The International Labour Organisation has expressed concern about the lack of internationally comparable data on women in senior positions.

Two professions, the law and university teaching, have also been selected to explore women's access to decision-making positions in private and public sector professions. We present a gender comparison of partners in bigger law firms. We then examine the number of women who hold the position of either Professor or Associate Professor in New Zealand's eight universities. The information makes transparent women's leadership positions in elite areas of society.

The Census was conducted using a methodology that emphasizes verification of data. In some instances data has been taken from supplied secondary sources and these are acknowledged where relevant.

We want to thank Massey University, the Ministry of Women's Affairs, the Crown Company Monitoring Advisory Unit and the Women's Consultative Group of the New Zealand Law Society for their help. Rachael Hodges, a postgraduate finance student of Massey University, verified the NZX and NZAX data and Lance Gray provided research and analysis.

As the project's coordinators, we believe the Census breaks new ground. The results provide a milestone against which to benchmark progress. What gets counted gets done. We hope this Census helps inspire an improvement in the representation of women at the top.

Dr Su Olsson, NZ Centre for Women and Leadership
Dr Judy McGregor, EEO Commissioner

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endorsements

MESSAGE FROM THE GOVERNOR-GENERAL

New Zealand and international media have focused on the perceived predominance of women across some of the country's key leadership positions during recent years. This type of commentary has been welcomed by many as proof that our nation is paying more than lip service to issues of gender equity in the workforce.

Such attention, however positive, carries the risk of a double-edged sword. It is all too convenient to assume that this profile accurately reflects the status of all professional women. The conjecture has been made that women progress into senior governance and professional levels as do their male counterparts. Yet anecdotal evidence has often suggested otherwise.

This *Census of Women's Participation in Governance and Professional Life* fills this crucial statistical information gap. It makes women's progress into senior levels of governance transparent, and provides a benchmark for monitoring future progress. It is similar to projects published overseas, enabling international comparisons to be made.

I congratulate the Human Rights Commission and the New Zealand Centre for Women and Leadership in initiating this project – the Census will become an essential benchmarking and monitoring tool for both the public and private sectors.



The Honourable Dame Silvia Cartwright PCNZM, DBE
Governor-General of New Zealand





I warmly welcome this project.

Gender gaps still exist – we know that. This particular study is important because it will provide a benchmark for future progress. It will give us an accurate picture of how, where and in what numbers women are actually participating in leadership and decision-making in the economic sector. But information is not enough. If public and commercial leadership roles are one of the measures of our success, then each of us has ongoing work to do. We need to find out what competencies and knowledge we need to have, to educate ourselves, to make ourselves available for leadership roles and to build our personal and public profiles. Diversity brings different perspectives to the board table. Studies show that women appointed to boards often address issues of interest to women as consumers. Given that women are responsible for the majority of purchasing decisions, this perspective can deliver a substantial business advantage. The government's aim is to enable all New Zealanders to benefit from, and participate in, a successful thriving economy. To realise this, women must participate fully. Actions that improve the circumstances of New Zealand women are of benefit to all New Zealanders.

Hon Ruth Dyson
Minister of Women's Affairs



Although the journey toward true equality is far from complete, significant progress has been made over recent years in terms of gender balance and Māori and non-European representation, particularly on Crown-owned company boards.

Such progress makes good commercial sense. Evidence clearly suggests that diversity and gender balance can have a positive effect on the performance of the board and management, and consequently the business as a whole.

Obviously the prerequisite for any board or senior management position must be merit-based. A director or senior manager must, first and foremost, be competent in such an important role. However, once that requirement is met, appointments that pursue diversity and gender balance, in light of the overall board or senior management team composition, are entirely appropriate. To that end, education, training and induction processes are a vital component in the continued successful implementation of diversity and gender balance policies.

New Zealand Post welcomes the work of the Human Rights Commission and the New Zealand Centre for Women and Leadership in compiling the *Census of Women's Participation in Governance and Professional Life*. Such benchmarking will be invaluable in providing the catalyst required for further progress toward equality and diversity, for the ultimate benefit of the wider New Zealand economy.

Rt Hon Jim Bolger, ONZ
Chairman, New Zealand Post

The importance of women governors and leaders at board level cannot be underestimated or ignored. Women represent nearly half of New Zealand's labour force (approximately 47%), yet remain significantly under-represented in leadership positions and over-represented in lower-paid jobs. Women in governance positions based on merit provide positive role models for both men and women alike and, inevitably, a greater understanding of the challenges facing all New Zealanders, regardless of gender.

Michael Barnett
Chair, Equal Employment Opportunities Trust
Chief Executive, Auckland Regional Chamber of Commerce & Industry



Māori women have historically provided visionary and competent leadership within their whanau, hapu iwi and their wider communities. In today's world Māori women have continued this role as demonstrated by their numbers involved in tertiary education, and their strong representation in entrepreneurial pursuits.

This Census does not at this stage identify specifically the position of Māori women in relation to their progress at senior levels of governance and management in private and public sectors. It does, however, provide us with some factual material against which Māori women can regularly measure their progress in comparison with that of other women. It can also be a spur to encourage them further in their efforts to achieve an improved way of life for their families.

Māori Women's Welfare League is pleased to support this Census as a credible benchmarking tool and as a means of promoting the value of diversity in governance and management.

Kitty Bennett
National President
Māori Woman's Welfare League



The Institute of Directors congratulates the Human Rights Commission and the New Zealand Centre for Women and Leadership on their initiative to conduct an ongoing census of the gender composition of boards in New Zealand.

The Institute of Directors is at the forefront of governance training and research in New Zealand and over the last decade has been pleased to note, however anecdotal, the ever increasing role that women are taking in the governance of New Zealand entities both public and private. Obviously, there is much to address through the recognition of merit and competence but the empirical benchmark that this Census provides can only assist in the debate.

Dr Nicola Crauford
Chief Executive Officer
Institute of Directors in New Zealand (Inc)

A few thoughts regarding diversity on boards and my own position as the only female Vice-Chancellor of the eight such positions in New Zealand:

I have served on several Boards where there have been both elected and appointed members that brought a mix of expertise and representational elements to the group. A diversity of membership has enhanced the range of perspectives informing debates and decisions made by a Board. The only rider I would add is that the true value of the diversity can only be extracted when the institutional governance role, in contrast to a representational role, is fully understood and accepted by all members.

As New Zealand's first female Vice-Chancellor who joins a group of seven others, I believe that a good rapport has been established with my colleagues and that my views are valued because they are based on relevant academic and international experience, not on gender. My delivery may be different - but so is that of the other seven members - and there is no doubt that at times intra-gender differences can exceed any inter-gender difference.

Professor Judith Kinnear
Vice-Chancellor
Massey University

The New Zealand Federation of Graduate Women (NZFGW) is delighted to support this *Census of Women's Participation in Governance and Professional Life*. NZFGW encourages the full application of the knowledge and skills of women to the problems that arise at all levels of governance in the public and private sectors and we actively encourage their participation in solving these problems. NZFGW, through its 14 national branches, provides a wide range of awards and scholarships to both graduate and non-graduate women to enable them to further their education and reach their true potential. That potential has already seen many women take their place at the highest levels of New Zealand's political, business and academic life. This Census provides a benchmark from which all women's organisations can encourage their members to even greater participation in the building of our nation.

Rae Duff
National President
New Zealand Federation of Graduate Women



At a time when women lawyers have broken into leadership roles, some may say nothing further is necessary. Certainly we can be proud of the women lawyers who hold the positions of Governor General, Chief Justice and Attorney General, but women lawyers have yet to hold, in significant numbers, positions of leadership and influence in the profession.

Legal partnerships, Queens Counsel appointments, and judicial appointments carry with them prestige, money and influence and remain the traditional goals for most lawyers. Women have been gaining professional legal qualifications in at least equal numbers to men over the past ten years. Of those lawyers who have been in practice for 16 to 20 years nearly 30% overall are women. In comparison, women now make up 14% of partners in the twenty two largest law firms; 10% of Queens Counsel; 23% of District Court Judges and 16% of High Court Judges. There is one woman permanent member of the Court of Appeal of seven members (excluding the Chief Justice) and the Chief Justice is the only woman of 5 Judges appointed to the new Supreme Court.

This benchmarking Census project will take us toward better monitoring of the progress of women in the profession, and so provide reliable information to move toward better representation of women at all levels of the legal profession.

Christine Grice
Immediate Past President
New Zealand Law Society



Article 7 of CEDAW, the Convention on the Elimination of all Forms of Discrimination Against Women, encourages the participation of women in political and public life on equal terms with men. In its Action Plan for New Zealand Women, the New Zealand Government has set a target of 50% female representation on government boards by the year 2010. The National Council of Women of New Zealand supports initiatives to improve women's participation in public and private life. Female involvement in governance in both crown and private companies is essential. Not only will women bring their business acumen to the board table, they will bring their intuition, their emotional intelligence, and their skills in relationship building – essential elements for building trusting environments. Research shows the influence of women on boards in areas of risk management and auditing; a wider range of organisational and management performance; consideration of the needs of a wider range of stakeholder groups; and on the assessment of board performance. Projects such as the *Census of Women's Participation in Governance and Professional Life* will allow New Zealand to better monitor its progress towards achieving the target of 50% female representation on government boards by 2010.

Beryl Anderson
National President
National Council of Women

The New Zealand Council of Trade Unions (CTU) involvement in the Pay and Employment Equity Taskforce confirmed our longstanding concerns about the under-representation of women in senior positions. In 2003, the CTU also actively participated in developing and then presenting the non-Māori NGO report on CEDAW to the United Nations. Both the Taskforce and CEDAW reports have highlighted the paucity of EEO data available, even within parts of the state sector (such as tertiary education and health) which have legal EEO obligations.

Equitable governance is about ensuring that all groups are represented at decision-making levels. Working people have often been excluded from such positions. So the CTU takes seriously the role that our representatives play on tertiary councils, Boards of Industry Training Organisations and other such bodies. This *Census of Women's Participation in Governance and Professional Life* is important because it will document women's under-representation in both governance and senior positions. It is our hope that it will also track improvements over time - as unions, employers and Government work together on employment equity issues.

Carol Beaumont
Secretary
New Zealand Council of Trade Unions

why a census?

The old adage of what gets counted gets done is the motivation for this Census. While there are anecdotal reports of women's progress in governance and professional life there has, to date, been no systematic benchmark. It is clear, too, that there has been slippage in New Zealand's commitment to improving female participation. For example, former Prime Minister Jenny Shipley, as a follow up to the Beijing Women's Conference in 1995, promised to improve the proportion of women on statutory boards (Crown Companies) to 50 percent by 2000. This target was not reached. The Ministry of Women's Affairs in the latest *Action Plan for New Zealand Women* (2004, March), has pushed the 50/50 promise back to 2010. A transparent measurement that is conducted regularly will ensure the issue of female representation remains salient.

There are compelling social justice and business cases for women's representation in governance and senior professional positions. The business case for women in the boardroom suggests that women bring to boards important insights into products and markets. This increases corporate competitive advantage (Morrison, 1992).

The Census brings to public attention key areas where it might be assumed that women could or should be making a greater contribution to New Zealand's social and economic life. For example in a recent report on equal opportunities in New Zealand Mintrom & True (forthcoming, p54) note that:

When whole university faculties and departments exhibit high and sustained difference in the proportions of men and women among their academic staffs, particularly when these do not reflect student demographics, we must ask what it is about the local cultures and the procedures of recruitment and promotion that have generated these outcomes.

It may be assumed that with more females than males in tertiary education in recent years, universities would slowly be reflecting this change in terms of academic representation in senior positions. Universities frequently cite their role as being a critic and a conscience of society. A focus on the gender of professors is one indicator of tertiary commitment to diversity. Similarly Mintrom & True (forthcoming) note that in 2001, 60.4 percent of law graduates were women, yet women only represented 37 percent of employed barristers and solicitors.

The final purpose of the Census is to bring to the attention of many women in the areas addressed, the need for their skills and experience to be represented at senior levels of governance and professional life in public and private enterprise. Information is provided for women from the Ministry of Women's Affairs Nominations Service and the Crown Company Monitoring Unit about how to become directors.

Why Boards of Directors?

Governance is at the apex of both corporate and crown companies in New Zealand and directors of boards wield power and influence. Making transparent the composition of boards of directors allows the public to gauge whether companies are responding to a multi-cultural, highly competitive, constantly changing and diverse business environment. Those companies complaining of a lack of qualified woman have been accused of not looking very effectively at the available talent. Symons (2004) reporting on the Australian experience has noted, newly listed companies that have gone public since 2000 are more likely to have female board representation. The inclusion of New Zealand's Alternative Market (NZAX) of newly listed companies in New Zealand in the Census, shows this Australian experience of more women on boards is reflected here, too, for newer listings.

However, progress remains slow even within organisations that regard themselves as being at the cutting edge. For example, the front page of New Zealand Institute of Management Annual Report 2003, titled "*New Zealand Management World Class by 2008*", contained photographs of the nine-man National Board and featured inside the five-man Executive Team reflecting female invisibility.

Why Legal Firms?

The New Zealand Law Society (NZLS) through the Women's Consultative Group (WCG) has actively looked to support and increase the numbers of women in legal partnerships. The Census has used indicative data collected by the WCG as a starting point for future examination of the issue.

Why Professors?

The achievement of a professorship represents the height of academic attainment. The greater numbers of females over males attending tertiary education over the last decade means that greater numbers of women in senior academic positions could be justifiably expected. The present Census identifies the proportions of women Professors and Associate Professors across New Zealand's eight universities.

Why Politicians?

The visibility of parliamentary life in New Zealand means that any examination of women's participation must include some analysis of Parliament as a transparent indicator of women's involvement in public life. The introduction of Mixed Member Proportional Representation (MMP) in 1996 was accompanied by the promise of greater diversity and increased the proportion of women in New Zealand's Parliament by 10 percent (CEDAW, 2003). The visibility of successive female Prime Ministers has also led to the perception that women have made significant gains not only in political representation, but in other areas of society as well.

kirkcaldie's "pioneer woman"

One of New Zealand's oldest and best-loved retailers, Kirkcaldie and Stains in Wellington, has seen the light. Terri O'Brien is the first woman director to be appointed to "Kirk's" board in seventy years. She has extensive management and consultancy experience, including 16 years as "Kirk's" personnel manager. The confirmation of her appointment in February 2004 was hailed as a direct result of increasing shareholder pressure for women's representation on the board. She was heralded by the press as a "pioneer". However, women have previously had a presence in the Wellington Department store's 141 year-old history. Between 1900 and 1930 family members, including Alice Rattray, Grace Kirkcaldie, Elsie May Kirkcaldie and Katherine Miriams sat on the board. The gap between these family "pioneers" and Terri O'Brien's appointment is ironic given women's increasing retail purchasing power and influence on household expenditure. An Australian census reveals that the retail industry across the Tasman is among the industries with the highest representation of two or more women directors.

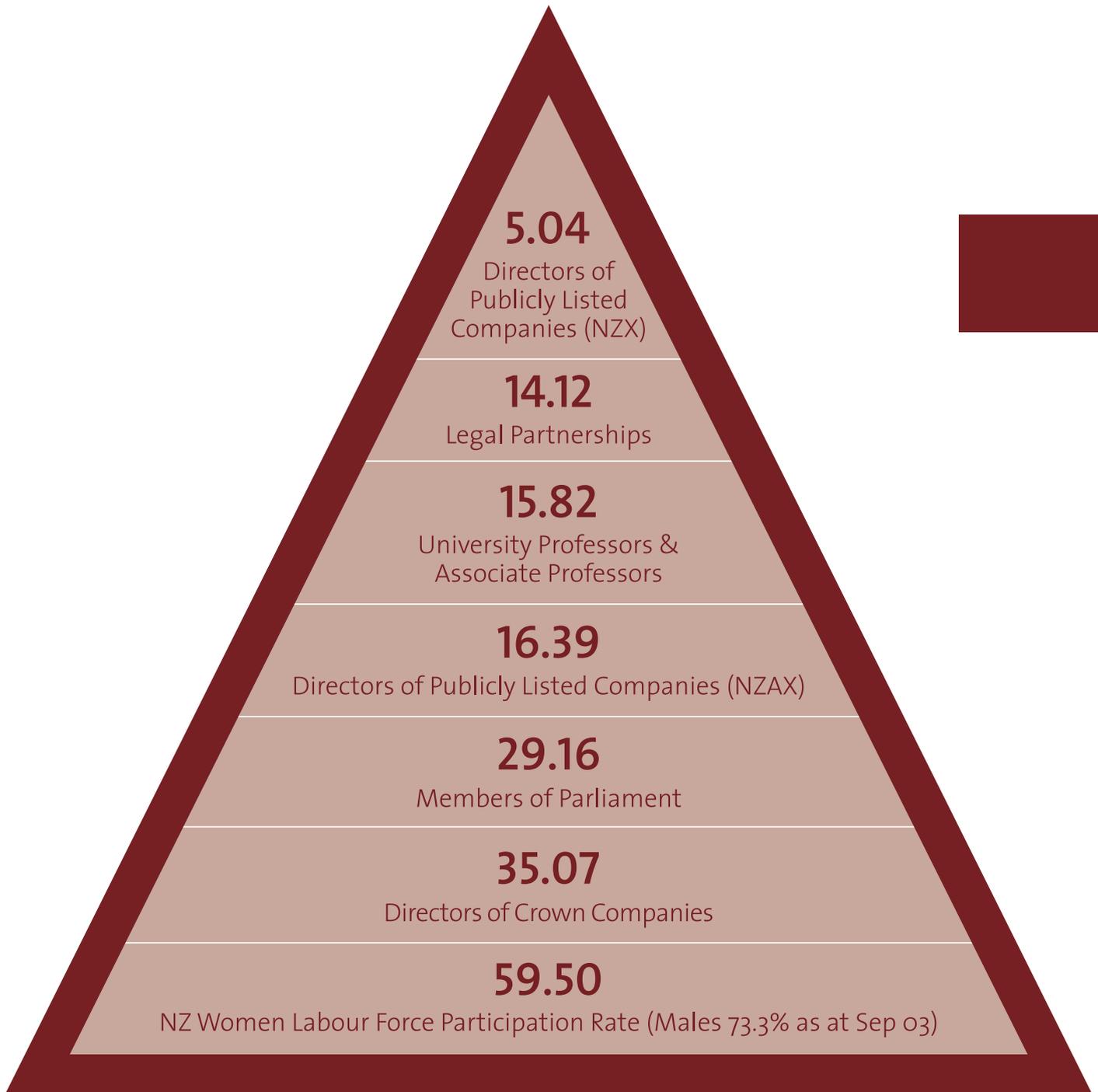
The CEDAW Report

The participation of women in governance and professional life in New Zealand is significant internationally. New Zealand ratified the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) in 1985. The Convention's obligations are considered implemented through a number of existing statutes such as the New Zealand Bill of Rights Act 1990, Human Rights Act 1993, Domestic Violence Act 1995, and the Employment Relations Act 2000.

The Census, provides a benchmarking tool for monitoring the concerns and recommendations of CEDAW (2003) which are:

- The under-representation of women in public life, particularly with respect to chief executives in the public sector and on Crown Company Boards
- The inequality which persists within the private sector where equal opportunities are only taken up reluctantly
- The number of women in Parliament and in local government
- The number of women among university teachers in higher posts.

Our findings reveal the validity of these concerns. The CEDAW committee recommends that New Zealand adopt a comprehensive strategy to increase the number of women in policy-and-decision making positions in the public sector and strengthen its policies to support the private sector's efforts towards the promotion of women in decision-making positions. Sustainability is linked to the increase of women's participation in leadership and decision-making in the economic sector.



Below are detailed the dates at which the data presented were collated:

- Directors of Publicly Listed Companies (NZX) as at 31 March 2003
- Legal Partnerships as at 5 April 2004
- University Professors & Associate Professors as at 31 December 2003
- Directors of Publicly Listed Companies (NZAX) as at 14 November 2003
- Members of Parliament as at 19 September 2002
- Directors of Crown Companies as at 23 February 2004
- New Zealand Labour Force Participation Rate, Department of Statistics, 2003

results

NZX

Women hold 5.04 percent of board directorships in companies listed on the New Zealand Stock Exchange (NZX). These figures are derived from 89 companies with a total of 29 female and 546 male board directors. Four companies had two women board directors: Telecom Ltd, Independent News Ltd, Lyttelton Port Company Ltd, and Wrightson Ltd. None of the 89 companies had more than two women directors. Twenty-five (28.09 percent) of New Zealand's publicly listed companies on the NZX contained at least one women director. Sixty-four (71.91 percent) of the eighty-nine publicly listed companies did not contain any women director.

Crown Companies

Women hold 35.07 percent of board directorships in New Zealand Crown Companies as reviewed by the Crown Company Monitoring Advisory Unit. Only two of the Crown Companies did not have women directors. In each of these cases the Crown representation is limited to two directors. These figures are derived from 35 Crown Companies with a total of 74 female and 137 male directors.

Of the Crown Companies the State Owned Enterprises provided proportionately (28.7 percent) the fewest women directors. The most women board directors in State Owned Enterprises were in Landcorp Farming Limited (Landcorp) and Mighty River Power Limited (MRP) with three women board directors. New Zealand Railways Corporation (NZRC) and Timberlands West Coast Limited (TWC) with two women board directors each had proportionately (40 percent) the greatest number of women board directors.

The Crown Entity, the Public Trust, had the greatest number and proportion of women on its board with five of the eight directors (62.5 percent). The Crown Research Institute, New Zealand Institute for Crop & Food Research Limited (57.1 percent) and the Crown Owned Company, Radio New Zealand Ltd (57.1 percent) each had four women board directors from a total of seven board members.

NZAX

Women hold 16.39 percent of board directorships in publicly listed companies on New Zealand's Alternative Stock Exchange (NZAX). These figures are derived from 12 companies with a total of 10 female and 51 male board directors. Two of the twelve companies had two women board directors: Oyster Bay Marlborough Vineyards and RetailX. Four of the twelve (33.3 percent) publicly listed companies on the NZAX did not contain women directors. RetailX was the only company from either the NZX or the NZAX to have proportionately (66.6 percent) greater numbers of women directors than men.

Legal Firms

Women hold 14.12 percent of legal partnerships in New Zealand legal firms with ten or more partners as collated by the Women's Consultative Group of the New Zealand Law Society. These figures are derived from 22 legal firms with a total of 77 females out of 545 male partners. Simpson Grierson with 11 women partners (26.8 percent) have the greatest numbers of women partners. AWS Legal with three women partners (27.3 percent) has proportionately the greatest number of women partners.

Two caveats apply to these results. First, as revealed by the New Zealand Law Society's Annual Report 2003 the majority of members, male and female, work in firms with five or less partners. Second, there was no verification process to ensure that the figures collated by the WCG were correct. The 2003 Annual Report shows, however, that more women than men continue to be admitted to the New Zealand Law Society with 464 females compared to 316 males.

Universities

Women hold 15.82 percent of senior academic positions in New Zealand's eight Universities (excluding emeritus professors). Canterbury University has the lowest percentage of women Professors and Associate Professors with 3.33 percent and 5.47 percent respectively. Only six women hold any of these 133 senior positions. The South Island universities, in general, trail in comparison with the North Island Universities. Auckland University for example have 77 women (19.59 percent) in senior academic positions from a total of 393 available positions.

Parliament

There are 35 women (29.16 percent) from a total of 120 Members of Parliament (MPs). The majority party in Government, Labour, has 19 women (36.5 percent) from a total of 52 MPs. The largest opposition party in New Zealand, National, by contrast has 6 women (22.2 percent) from a total of 27 MPs. The ACT Party and the Green Party each have 4 women MPs (44.4 percent). New Zealand First with one woman MP (7.7 percent) from a total of thirteen MPs (excluding Jim Anderton's Progressive Coalitions 2 male MPs) is the least representative party in Parliament by gender.

table 1 Women Members of Parliament 1978-2002

Year	Women MPs	Total MPs	% Women
1978-81	4	92	4.34
1981-84	8	92	8.69
1984-87	12	95	12.63
1987-90	14	97	14.43
1990-93	16	97	16.49
1993-96	21	99	21.21
1996-99	35	120	29.16
1999-02	37	120	30.83
2002-	35	120	29.16

table 2 Women Directors of Publicly Listed Companies

Country	Latest Figures	Last Census
New Zealand	5.04 % (2003)	3.86% (1995)
United Kingdom	7.20 % (2002)	6.30% (1999)
Australia	8.40 % (2003)	8.20% (2002)
United States	13.60 % (2003)	12.40% (2001)

International Comparison

Publicly Listed Companies

International comparisons are generally limited to proportions of women as directors in publicly listed companies. Given that the United States is used as a benchmark for women's participation in business, the 2003 *Catalyst* Census of Women Board Directors in Fortune 500 companies shows that 13.6 percent of directorships were held by women, up from 12.4 percent in 2001 and 9.6 percent in 1995 (*Catalyst*, 2003). A *Catalyst* study of Fortune 1000 companies showed that women held 10.9 percent of directorships and 74 percent of the companies have at least one woman director (*Catalyst*, 2001a). The point to be noted here is that any enlargement of the sample appears to reduce the percentage of women directors.

In the United Kingdom a study using the FTSE 100 listed companies shows that in 2002 there were 84 women-held directorships comprising 7.2 percent of all directorships; an increase from 6.3 percent in 1999 (Singh & Vinnicombe, 2003). Similarly in Australia, the Equal Opportunity for Women in the Workplace Agency (EOWA) have published two censuses (EOWA, 2003 & 2004) using the top 200 companies by market capitalization. Their latest results show that women hold 8.4 percent of directorships, up from 8.2 percent in 2002.

Comparisons in New Zealand are provided by Shilton, McGregor & Tremaine (1996) who in a study of the top 40 New Zealand companies found that women represented 3.86 percent of board directors in 1995. The figure of 5.04 percent represents an

increase of 1.18 percent over eight years to 2003. Similar to the present results, 71 percent of New Zealand companies had no female representation on their boards.

With regard to Crown Companies female representation on boards has increased by 15 percent over the same eight year period from 19.70 to 35.07 percent (Shilton, McGregor & Tremaine, 1996) and compares favourably with figures from Canada showing that women held 23.7 percent of crown directorships there (*Catalyst*, 2001).

Legal Firms

As the Census data is indicative only and excludes women in firms with less than five partners, it is more useful to examine the numbers of women completing legal studies and admission to the law society. As indicated earlier, greater numbers of women (59 percent) are being admitted to the New Zealand Law Society than men (41 percent). The NZLS Annual Report also shows that over 500 women have 11-15 years of legal experience while similar numbers of men are shown to have 31-35 years of experience.

Universities

The focus on women's participation in publicly listed companies hides the fact that women in senior positions in public institutions such as universities have not been held up to similar scrutiny. The Ministry of Education (2002) data suggested that women Professors represented 12.2 percent of

academic staff and Associate Professors 15.1 percent in 2001. The strength of the data collection in this study is that the names and gender of Professors and Associate Professors are publicly available in university calendars.

A useful international comparison is provided by the American Association of University Professors (1998) which shows that women Professors (with doctorates) increased from 6.1 percent in 1974 to 13.8 percent in 1998. Similarly women Associate Professors increased from 12.7 percent to 30 percent for the same period.

Parliament

As described by McGregor (2004) women's power in New Zealand currently achieves high visibility because women occupy high profile positions such as Prime Minister, Chief Justice and Governor General. New Zealand has its first elected female Prime Minister Helen Clark (who followed the first female Prime Minister Jenny Shipley), a female Attorney General Margaret Wilson, a female Chief Justice Sian Elias and a female Governor General Dame Silvia Cartwright. The high profile of a select group masks women's overall participation in senior positions throughout the rest of New Zealand.

New Zealand ranks 17th among 182 member nations regarding proportions of women elected to parliament according to the Inter-Parliamentary Union. Nordic countries including Sweden (45.3 percent), Denmark (38 percent), Finland (37.5 percent) and the Netherlands (36.7 percent) have the highest proportions of women Members of Parliament. Australia ranks 24th with 38 women (25.3 percent) elected to the House of Representatives and 22 women (28.9 percent) elected to the Senate. The United Kingdom is ranked 47th with 118 women (17.8 percent) elected to the House of Commons and 113 (16.7 percent) elected to the House of Lords. Finally the United States is ranked 57th with 62 women (14.25 percent) elected to the House of Representatives and 13 women (13 percent) elected to the Senate. These figures are publicly available on the Inter-Parliamentary Union website: <http://www.ipu.org/wmn-e/world.htm>.

table 3 International Comparison of Women in Parliament

Country	Percent	Number
Sweden	45.30	158
New Zealand	29.16	35
Australia (House of Representatives)	25.30	38
United Kingdom (House of Commons)	17.80	118
United States (House of Representatives)	14.25	62

Methodology

The New Zealand Centre for Women in Leadership (NZCWL) analysed the gender composition of boards of directors and the participation at the top of several professions. These included directors in publicly traded companies on the NZX and NZAX, directors of Crown Company boards, New Zealand University Professors and Associate Professors, partners in legal firms, and finally Members of Parliament.

NZX

- NZX operates New Zealand's only registered national stock exchange. As at 31 December 2003 the NZX quoted 230 listed companies and 68 debt securities with a total market capitalisation (NZSX All index) of \$50.3 billion. The verification process for women directors involved five steps:

(i) gather board members from investment yearbook (initials only given) (ii) distinguish gender from annual reports where possible (iii) send letters to companies asking them to confirm the yearbook and gender data (iv) where companies did not reply, emails were sent repeating the content of the letter (v) where companies did not reply to either the letter or email they were telephoned.

- Eleven companies were removed because they were not New Zealand companies, contained no equity or because they had trustees and not directors. The verification rate was 97.75 percent with only two companies not confirming the gender of their board composition as at 31 March 2003. For these two companies that did not verify data, we report the unverified data taken from public records which include company annual reports and the 2003 edition of the *Investment Yearbook*.

- The Yearbook only contained the initials of all the directors so it was necessary to look at each company's annual report to determine the gender. In cases where the board members' first names were given, gender could generally be easily ascertained. Similarly directors' profiles often contained their title (i.e. Mr/Mrs/Ms) or were referred to in the profile as he/she. Often photographs of the board members were included, again making it easy to determine the gender. In some cases the annual reports also only contained initials, making it necessary to conduct further research to determine gender. In cases where a first name, title or photograph was not available the organisation in question was telephoned.

Crown Companies

- The numbers of Crown Company women directors were collated by the Crown Company Monitoring Advisory Unit (CCMAU) and provided to NZCWL by CCMAU's Appointments Process and Governance Manager as at 23 February 2004. Given that there are three appointment rounds per year the proportions of directors will change. CCMAU requires each of its 35 Crown Companies to provide basic demographic information allowing the gender composition of directors to be simply determined. CCMAU advises shareholding Ministers on director appointments and monitors the performance of each board. The governance structure for all Crown Companies is identical. Shareholding Ministers appoint boards of directors to oversee the management of the companies and to appoint the company management. This is carried out under the terms of the Companies Act 1993, the relevant legislation under which the company operates and the constitutions of each company.

NZAX

- In January 2004, NZCWL followed the same procedure as detailed for the NZX to verify the total number of board directors as well as the name and gender of each director as at 14 November 2003 (the commencement date for the NZAX). The verification rate was 100 percent with all twelve companies confirming the gender of their board composition.
- The NZAX is a new market catering for low-cap, high-growth companies that want many of the advantages of listing (such as increased publicity, credibility, and access to capital to fund growth) without the strict reporting and regulatory requirements that listing on the full NZX entails. Companies listing on the NZAX are generally young, innovative and often structured along non-traditional lines.

Legal Firms

- The figures showing women legal partners in large firms (greater than ten partners) were collated by the Women's Consultative Group of the New Zealand Law Society and are available as a public document on the New Zealand Law Society website. These figures of women partners do not distinguish between equity and name-only partnerships. These figures should be viewed only as indicative but at least provide a starting point for future research.

Universities

- New Zealand has eight universities: the University of Auckland, the Auckland University of Technology, the University of Waikato, Massey University, Victoria University of Wellington, the University of Canterbury, Lincoln University and the University of Otago. Women Associate Professors and Professors from each University were identified through the hard-copies of each University calendar for 2003. Where an individual's gender was not clear the University was telephoned for clarification.

Parliament

- The figures detailing women members of parliament, as at the 2002 General Election, are publicly available at the Elections New Zealand website <http://www.electionresults.govt.nz/> which is administered by a number of government agencies such as: the Chief Electoral Office, the Electoral Commission, the Electoral Enrolment Centre, Registrars of Electors, and the Representation Commission.

table 4 Directors of Publicly Listed Companies

As at 31 December, 2003. The New Zealand Stock Exchange (NZX)

NZX Code	Company name	Women	Total Men & Women	% Women
TEL	Telecom Ltd	2	7	28.57
INL	Independent News Ltd	2	10	20.00
LPC	Lyttelton Port Company Ltd	2	6	33.33
WRI	Wrightson Ltd	2	7	28.57
CAH	Carter Holt Harvey Ltd	1	9	11.11
WHS	Warehouse Group Ltd (The)	1	9	11.11
SKC	Sky City Entertainment Group Ltd	1	7	14.29
AIA	Auckland International Airport Ltd	1	5	20.00
AIR	Air New Zealand Ltd	1	8	12.50
FBU	Fletcher Building Ltd	1	7	14.29
NGC	NGC Holdings Ltd	1	6	16.67
FPH	Fisher & Paykel Healthcare Corp Ltd	1	7	14.29
POA	Ports of Auckland Ltd	1	8	12.50
PWC	Powerco Ltd	1	8	12.50
BGR	Briscoe Group Ltd	1	5	20.00
TWR	Tower Ltd	1	7	14.29
NMN	News & Media NZ Ltd	1	8	12.50
MHI	Michael Hill International Ltd	1	7	14.29
RBD	Restaurant Brands NZ Ltd	1	5	20.00
PGG	Pyne Gould Guinness Ltd	1	10	10.00
THL	Tourism Holdings Ltd	1	8	12.50
SKX	Skellmax Industries Ltd	1	6	16.67
ELD	Eldercare New Zealand Ltd	1	6	16.67
SOE	Software of Excellence Int'l Ltd	1	9	11.11
NUH	Nuhaka Farm Forestry Fund	1	11	9.09
CEN	Contact Energy Ltd	0	6	0.00
SKY	Sky Network Television	0	7	0.00
TPW	Trustpower Ltd	0	6	0.00
KIP	Kiwi Income Property Trust	0	6	0.00
FPA	Fisher Paykel Appliances Holdings Ltd	0	8	0.00

table 4 continued...

NZX Code	Company name	Women	Total Men & Women	% Women
FFS	Fletcher Challenge Forests Ltd	0	6	0.00
POT	Port of Tauranga Ltd	0	7	0.00
SAN	Sanford Ltd	0	7	0.00
NZR	New Zealand Refining Co Ltd	0	12	0.00
IFT	Infratil Ltd	0	5	0.00
DBB	DB Breweries Ltd	0	9	0.00
WAM	Waste Management NZ Ltd	0	7	0.00
STU	Steel & Tube Holdings Ltd	0	6	0.00
CAV	Cavalier Corporation Ltd	0	6	0.00
TRH	Tranz Rail Holdings Ltd	0	7	0.00
NPX	Nuplex Industries Ltd	0	6	0.00
RBC	Rubicon Ltd	0	9	0.00
PFI	Property for Industry Ltd	0	4	0.00
HBV	Hellaby Holdings Ltd	0	6	0.00
CNZ	Capital Properties New Zealand Ltd	0	4	0.00
HLG	Hallenstein Glasson Holdings Ltd	0	8	0.00
RYM	Ryman Healthcare Ltd	0	7	0.00
TTP	Trans Tasman Properties Ltd	0	5	0.00
PRG	Pacific Retail Group Ltd	0	6	0.00
RHD	Richmond Ltd	0	8	0.00
NTH	Northland Port Corp (NZ) Ltd	0	7	0.00
EVF	Evergreen Forests Ltd	0	6	0.00
CDL	CDL Hotels New Zealand Ltd	0	7	0.00
AFF	AFFCO Holdings Ltd	0	7	0.00
MFT	Mainfreight Ltd	0	8	0.00
MET	Metlifecare Ltd	0	6	0.00
CMO	Colonial Motor Company Ltd	0	7	0.00
KIN	Kingsgate International Corp Ltd	0	7	0.00
EBO	Ebos Group Ltd	0	7	0.00
NAP	National Property Trust	0	5	0.00

table 4 continued...

NZX Code	Company name	Women	Total Men & Women	% Women
TUA	Turner Auctions Ltd	0	5	0.00
HED	Horizon Energy Distribution Ltd	0	4	0.00
FXS	Freightways Express Ltd	0	6	0.00
WKL	Williams & Kettle Ltd	0	9	0.00
SCT	Scott Technology	0	6	0.00
SLL	Sky City Leisure Ltd	0	6	0.00
SCL	Southern Capital Ltd	0	6	0.00
VTX	Vertex Group Holdings Ltd	0	5	0.00
OWN	Owens Group Ltd	0	6	0.00
SPN	South Port New Zealand Ltd	0	6	0.00
NOG	New Zealand Oil & Gas Ltd	0	4	0.00
TAY	Taylors Group Ltd	0	6	0.00
CDI	CDL Investments Ltd	0	6	0.00
WDT	Wellington Drive Technologies Ltd	0	4	0.00
RCH	Richina Pacific Ltd	0	4	0.00
SJL	Shotover Jet Ltd	0	5	0.00
PPZ	Paramount Property Trust	0	4	0.00
GEN	Genesis R&D Corp Ltd	0	9	0.00
DTL	Designer Textiles Ltd	0	4	0.00
KRK	Kirkcaldie & Stains Ltd	0	4	0.00
DPC	Dorchester Pacific Ltd	0	4	0.00
MCH	Mr Chips Holdings Ltd	0	5	0.00
GDC	GDC Communications Ltd	0	6	0.00
BLT	Blis Technologies Ltd	0	6	0.00
PVO	Provenco Group Ltd	0	6	0.00
ALF	Allied Farmers Ltd	0	5	0.00
BOZ	Botry-Zen Ltd	0	4	0.00
VTL	Vending Technologies Ltd	0	4	0.00
CUE	Cue Energy Resources	0	5	0.00
Total		29	575	5.04%

table 5 Directors of New Zealand Crown Companies

As at 23 February, 2004.

	Women	Total Men & Women	% Women
Crown Research Institutes			
New Zealand Institute for Crop & Food Research Limited (Crop & Food Research)	4	7	57.1
Landcare Research New Zealand Limited (Landcare Research)	3	6	50.0
AgResearch Limited (AgResearch)	3	7	42.9
National Institute of Water & Atmospheric Research Limited (NIWA)	3	8	37.5
Institute of Environmental Science & Research Limited (ESR)	2	6	33.3
Institute of Geological & Nuclear Sciences Limited (GNS)	2	6	33.3
Industrial Research Limited (Industrial Research)	2	7	28.6
New Zealand Forest Research Institute Limited (Forest Research)	2	7	28.6
The Horticulture & Food Research Institute of New Zealand Limited (HortResearch)	2	7	28.6
Total Crown Research Institutes	23	61	37.7
State Owned Enterprises			
New Zealand Railways Corporation (NZRC)	2	5	40.0
Timberlands West Coast Limited (TWC)	2	5	40.0
Landcorp Farming Limited (Landcorp)	3	8	37.5
Mighty River Power Limited (MRP)	3	8	37.5
AgriQuality New Zealand Limited (AgriQuality)	2	6	33.3
ECNZ Residual Limited (ECNZ)	1	3	33.3
Transmission Holdings Limited (THL)	2	6	33.3
Airways Corporation of New Zealand Limited (Airways)	2	7	28.6
Asure New Zealand Limited (Asure)	2	7	28.6
Meteorological Service of New Zealand Limited (MetService)	2	7	28.6

table 5 continued...

	Women	Total Men & Women	% Women
Solid Energy New Zealand Limited (Solid Energy)	2	7	28.6
Meridian Energy Limited (Meridian)	2	8	25.0
New Zealand Post Limited (NZPL)	2	9	22.2
Genesis Power Limited (Genesis)	1	7	14.3
Transpower New Zealand Limited (Transpower)	1	8	12.5
Total State Owned Enterprises	29	101	28.7
Crown Owned Companies			
Quotable Value New Zealand Limited (QVNZ)	3	5	60.0
Radio New Zealand Limited (RNZ)	4	7	57.1
Dunedin International Airport Limited (DIAL)*	1	2	50.0
Invercargill Airport Limited (IAL)*	1	2	50.0
Television New Zealand Limited (TVNZ)	3	7	42.9
Learning Media Limited (LML)	2	6	33.3
New Zealand Venture Investment Fund (VIF)	1	4	25.0
Animal Control Products Limited (ACP)	0	2	0.0
Christchurch International Airport Limited (CIAL)*	0	1	0.0
	15	36	41.6
Crown Entities			
Public Trust	5	8	62.5
New Zealand Lotteries Commission	2	5	40.0
Total Crown Entities	7	13	53.8
Total 35 Crown Companies	74	211	35.07

* For the three Airports the Crown appoints two directors to a larger board. CIAL at the time of data collation had one Crown vacancy.

table 6 Directors of Publicly Listed Companies

The New Zealand Alternative Stock Exchange (NZAX) as at January 2004

NZX Code	Company name	Women	Total Men & Women	% Women
OBV	Oyster Bay Marlborough Vineyards	2	6	33.3
RTX	RetailX	2	3	66.6
CVT	Comvita	1	7	14.3
LBS	Loan and Building Society	1	6	16.7
WTL	Windflow Technology	1	5	20.0
SCY	Smiths City	1	5	20.0
NWC	New Zealand Wine Company	1	5	20.0
CGL	Caci Group	1	3	33.3
SEK	Seeka Kiwifruit Industries	0	8	0.0
WEL	Wool Equities	0	7	0.0
ROC	Rocom Wireless	0	3	0.0
ZIN	Zintel Communications	0	3	0.0
Total		10	61	16.39

table 7 Summary of University Professors & Associate Professors (2003)

University	Women Professors	Women Assoc Professors	Total Women	Female % of senior academic staff
Total Senior Academic Positions				
AUT	3	7	10	29.41
Waikato	8	10	18	20.68
Auckland	39	38	77	19.59
Victoria	11	16	27	18.36
Otago	15	16	31	13.83
Massey	13	15	28	13.59
Lincoln	2	1	3	7.50
Canterbury	2	4	6	4.50
Total	93	107	200	15.82
University	Female	Male	Total Professors	% Female
Professors				
Waikato	8	28	36	22.22
Auckland	39	140	179	21.78
Victoria	11	59	70	15.71
Massey	13	73	86	15.11
AUT	3	17	20	15.00
Otago	15	105	120	12.50
Lincoln	2	21	23	8.69
Canterbury	2	58	60	3.33
Total	93	501	594	15.65
University	Female	Male	Total Assoc Professors	% Female
Total Associate Professors				
AUT	7	7	14	50.00
Victoria	16	61	77	20.77
Waikato	10	41	51	19.60
Auckland	38	176	214	17.75
Otago	16	88	104	15.38
Massey	15	105	120	12.50
Lincoln	1	16	17	5.88
Canterbury	4	69	73	5.47
Total	107	563	670	15.97

table 8 Legal Partnerships

Names of Firms	Women	Total Men & Women	% Women
AWS Legal	3	11	27.3
Simpson Grierson	11	41	26.8
Minter Ellison Rudd Watts	7	34	20.6
A J Park	2	10	20.0
Gallaway Cook Allan	2	10	20.0
Anderson Lloyd Caudwell	4	22	18.2
Wynn Williams & Co	2	11	18.2
Phillips Fox Lawyers	6	35	17.1
Lane Neave	2	12	16.7
Chapman Tripp	9	55	16.4
Meredith Connell	2	15	13.3
Russell McVeagh	5	39	12.8
Hesketh Henry	3	24	12.5
Brookfields	2	17	11.8
Buddle Findlay	5	45	11.1
Cooney Lees & Morgan	1	10	10.0
Harman & Co	1	10	10.0
Cavell Leitch Pringle & Boyle	1	11	9.1
Anthony Harper	1	12	8.3
Duncan Cotterill	2	26	7.7
Bell Gully	4	58	6.9
Kensington Swan	2	37	5.4
Total	77	545	14.12

table 9 Summary of New Zealand Members of Parliament as at 2002 General Election

Party	Women	Total MPs	% Women
ACT	4	9	44.4
Greens	4	9	44.4
Labour	19	52	36.5
National	6	27	22.2
NZ First	1	13	7.7
Progressive	0	2	0
United Future	1	8	12.5
Total	35	120	29.16

MWA nomination service

The Ministry of Women's Affairs Nominations Service

The purpose of the Ministry of Women's Affairs (MWA) Nominations Service is to increase the number of women participating as leaders and decision-makers on government boards and committees. The Prime Minister has said that the gender and ethnic representation on government boards and committees should broadly reflect the demographics of New Zealand, and that is the aim of the Nominations Service.

Our target is for the representation of women directors on government boards and committees to reach 50% by the year 2010.

What we do

The MWA Nominations Service is a governance recruitment service. Each year we are consulted on appointments to over 350 statutory boards. We then use our database to identify potential candidates. As in the general job market, directors' appointments are highly competitive. People are chosen on the basis of their track record, qualifications, skills and communication abilities.

Appointing ministries advise the Nominations Service of their board vacancies and provide a list of the competencies and skills that are required. We put forward to the appointing agency the names of those women best qualified to undertake that particular governance role.

When we are advised of vacancies we:

- select the names of those women whose skills and experience most closely meet the vacancy requirements.
- recommend these women to the Minister of Women's Affairs.
- forward the agreed names to the responsible Minister along with those offered by other nominating agencies.

The selection is then made by that Minister from a pool which can include as many as 50 names.

The database

MWA has a computer database which holds the relevant information of over 1000 women. The database allows us to search for candidates on the basis of governance experience, work experience, academic qualifications, skills, areas of interest, expertise, and geographical location.

It is important that the information the Nominations Service holds is kept updated. Women should send a fresh curriculum vitae/resume when positions or details change. Stating your ethnic identity can be important as some board appointments are ethnic specific or require a range of ethnic community representation.

The skills and experience candidates need

Candidates must have one or more of the following:

- leadership experience in a community or service group
- board experience in a commercial enterprise, relevant community or professional group
- chief executive or senior management experience in a commercial enterprise or relevant community or professional group
- financial literacy.

In addition to 'entry level' governance skills each board has specific requirements. For example, Community Trusts require board members to:

- have experience with community groups
- be able to manage large investment portfolios
- come from diverse ethnic and cultural backgrounds
- be resident within the specified area of the applicable Trust Deed
- have business expertise.

Types of Boards

There are a number of broad categories of boards, for example:

- Nationally significant boards such as State owned Enterprises, Crown Research Institutes and the Electricity Commission
- Professional/vocational Boards, such as the Nurses Council and the Electrical Workers Registration Board
- Regulatory Boards or Committees such as the Legal Aid Review Board
- Funding and Community Boards such as the Community Trusts and the Lotteries Distribution Committees.

Contact MWA for further information

You are welcome to contact the Nominations Advisor at MWA to register your interest and to talk through the requirements and opportunities.

Joan Isaac
Nominations Advisor

Telephone (04) 916 5849
e-mail joan.isaac@mwa.govt.nz

CCMAU's Role in Appointments and Governance

Appointments and governance are the responsibility of a specialised team at CCMAU. The team's role is to ensure that the best-qualified people for each board position are recommended to responsible Ministers. In addition to identifying director candidates, the team also coordinates board and director performance monitoring, and director development programmes.

CCMAU is directly responsible for the boards of the State-owned enterprises, Crown research institutes, and Crown-owned companies, covering approximately 35 boards at any given time. Beyond an advisory role, CCMAU has no responsibility for appointments to the several hundred other non-commercial Government appointed boards and commissions. In 1999, with Cabinet endorsement, CCMAU adopted a best practice, codified director-appointment process, an important feature of which is to formalise Ministers' expectations for board competencies and skills.

The directors of each company board are selected and appointed on the basis of the skills and capacity they have to satisfy the requirements of a director and the needs of a particular board. Identifying the skills required by each Crown company board is therefore a critical part of the appointment process.

It is important that the board comprises a balance of skills and experience that matches the strategic direction and needs of the company. The emphasis is on appointing the best-qualified person for each position. However, irrespective of a director's specialist expertise, all members of the board are collectively responsible for the performance of the company.

Every effort is made to identify people who reflect the Government's wish that Crown company board membership is representative of the demographic make-up of New Zealand. However, directors must fully understand the Companies Act 1993 requirement that they act at all times in the best interests of the company, and are not acting on behalf of any particular interest group or sector of society. CCMAU welcomes expressions of interest from candidates from all walks of life who feel they can add value to a board.

The key competencies one would generally expect in any director considered for a board role are as follows:

General Key Competencies

- an ability to add value
- an ability to communicate clearly, in writing and orally
- the ability to take a wide perspective on issues
- integrity and a strong sense of ethics
- common sense
- an appreciation of the role of the Crown as a shareholder
- an ability to distinguish corporate governance from management
- financial literacy
- a well-developed critical faculty
- the confidence to ask questions
- a knowledge of the responsibilities of a director
- an ability to work in a team.

Preference is Given to Director Nominees with a Mix of the Following Characteristics:

- have proven experience in significant organisations with a commercial focus
- have experience at chief executive or senior management level in organisations that have commercial attributes
- hold senior positions in relevant professional areas including, but not limited to, science, technology, finance, law, health, agriculture or social policy
- have relevant governance or management experience in community or professional organisations.

Expressions of Interest

Expressions of interest are received as a result of nominations from Ministers and other Members of Parliament, Crown company directors, community organisations, Ministry of Women's Affairs, Te Puni Kokiri, Ministry of Pacific Island Affairs, the Disability Directorate of the Ministry of Health, the Ministry of Consumer Affairs, the Office of Ethnic Affairs, various other Crown and professional organisations, and directly from individuals interested in becoming a director. Each curriculum vitae is reviewed when received and, provided the candidate has the potential to be a director, a representative of CCMAU, accompanied by an experienced Crown director, will meet with the candidate. The objective of the meeting is to discuss the candidate's particular areas of interest and expertise and to provide them with an initial induction into directing a Crown company. Currency is important and CCMAU encourages candidates to keep the unit informed of changes to their Curriculum Vitae.

How to Apply

CCMAU encourages anyone who believes they have the attributes and competencies to be a director to send the unit a copy of their curriculum vitae. This may be sent to:

The Director of Appointments and Governance
CCMAUPO
Box 10-465
Wellington

or alternatively by email to:
cv@ccmau.govt.nz

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04

What gets counted gets done [He Tātai Tangata Ka Tāea](#)
