

## Cultural Celebration Award Entrant:

### Westpac New Zealand Limited

Westpac New Zealand Limited believes it's on its way to achieving a key strategic goal of becoming the most respected and leading bank within the Māori and Iwi business community.

Central to that, the bank has developed "Te Kākano" which translates in English to "the seed". Te Kākano is the framework for embedding the principles for effectively working with the Māori and Iwi to support the growth of the Māori economy and deliver a leading customer experience. The model was designed by Westpac's Māori and Iwi business team to bring resources across the bank together.

Te Kākano framework was developed to further innovate and progress Westpac's previous Māori and Iwi business strategy, in response to the changing demographics of Aotearoa and the economy.

Westpac NZ employs 4,600 people throughout New Zealand, 10 percent of whom have identified as Māori in the most recent optional employee survey.

Te Kākano sets out three pou (or pillars): He Tāngata - growing our people; He Whānau - growing our communities and Whai Rawa - so we all prosper.

The model is designed to nurture all three pou in a way that's respectful to differences and embraces new technology to transform Māori and Iwi businesses and communities.

"Te Kākano isn't going to teach our people how to write deals or win new customers, but it will give each of us an appreciation for how Māori and Iwi do business and the cultural drivers that underpin everything that they do," says Westpac New Zealand CEO David McLean.

David was a key leader in bringing Te Kākano to life, as he wanted to use Te Reo Māori and better understand tikanga for hosting and greetings.

Subsequent mentoring with Ngāti Whātua led to a one-day workshop with Unitec for Westpac's Executive Team and 80 of their senior leaders. Westpac then built an interactive Māori cultural pathway guide so employees could gain an understanding of Māori culture. The guide was later developed into an online learning module, 'Aratohu tīmata te Ao Māori' ('Beginners Guide to the World of Māori'), designed to give staff an understanding of the basics of te Ao Māori and the Te Kākano framework.

More recently, audio functionality was added to help improve pronunciation. The learning module now sits in the cultural training pathway for all staff and had a 10 percent completion rate in the first quarter of being launched.

Other initiatives involve sponsorships, scholarships, cadetships and partnerships to attract and grow Māori talent. These initiatives promote banking as a career choice for rangatahi, and create a talent pipeline.

Sponsorship of TeWero Pakihi ("the business challenge") programme allowed Westpac to promote banking as a career choice to year 12 and 13 rangatahi from low-decile

communities. One participant won a scholarship that included a fulltime job at Westpac to fund his tertiary studies.

The bank has supported eight rangatahi through TeWaiu O Aotearoa Trust scholarships, including paid work experience. Four are now in permanent roles with the bank and another three are in the process of being assigned casual work for 2017.

Westpac partnered with Iwi to develop a Māori cadetship programme as they wanted their rangatahi to consider a career in banking. Of the four cadets, one has had a successful pathway into a Branch Manager role in Westpac Australia.

These partnerships have also helped the bank to build deeper relationships with the wider communities. For example, they received guidance with bilingual signage and carvings that connect bank branches to the whenua.

Partnerships help the bank understand and support customers so it can meet their financial needs together. The bank partnered with Te Pūtahitanga and leveraged its advisory skills to help whānau with their business ideas and understand finance options.

Westpac has also created opportunities for whānau businesses to present to its corporate partners and to be considered as suppliers in their corporate supply chain. Originally planned for Māori whānau, this was extended to bring in Pasifika fono as well. All 12 participating organisations were either given business opportunities or offered business mentoring.

The implementation of Te Kākano is an ongoing improvement model based on learning, feedback and experience, and is continually evolving and growing. The model can in the future be adapted to working with any culture.