

## Women on boards are good for business

### New international research indicates a strong correlation between companies with more women board directors and higher financial performance.

Ministry of Women's Affairs Chief Executive Shenagh Gleisner says she encourages all readers of *Pānui* to read the research.

'Please read the articles we refer to below and talk to everyone you can in your networks about the evidence within them.'

*The Bottom Line: Corporate Performance and Women's Representation on Boards (Catalyst, 2007)* examined three critical financial measures: return on equity, return on sales, and return on invested capital. It found that companies with the highest percentage of women board directors outperformed those with the least women directors by 53 percent for return on equity, 42 percent for return on sales, and 66 percent for return on invested capital.

Similarly, *Women Matter: Gender diversity, a corporate performance driver (McKinsey & Company, 2007)* suggests that the companies where women are most strongly represented at board or top-management level are also the companies that perform best. The McKinsey study goes on to offer 'fact-based insights into the importance for companies of fostering the development of women in the business arena, so that a greater number attain positions of high responsibility'.

The company conducted a survey on 101 mainly large corporations in Europe, America, and Asia across a spectrum of industries. The answers of 58,240 respondents to the survey were compared depending on the proportion of women on their governing bodies.

It emerged that 'companies with three or more women in senior management functions score more highly, on average, for each organisational criterion than companies with no women at the top'. Indeed, performance increased *significantly* once the proportion of women on a board of around 10 people reached at least three.

These findings are no surprise to the Ministry of Women's Affairs Nominations Service, which seeks to increase the number of women leaders and decision-makers on state sector governance boards and committees, and has a target of 50 percent participation by women on those boards by 2010. The Nominations Service Acting Manager, Sean Molloy, says the current figure is 42 percent and rising, compared with 7 percent participation of women on the top 100 New Zealand stock exchange boards. Even in the state sector, however, there are gaps.

'Those sectors that women have been traditionally less involved in, such as agriculture, forestry, building, transport, and the defence force, are sectors where fewer women are on boards. It's very important for us here at the Nominations Service to identify women leaders in those non-traditional sectors so we can help widen women's participation here too.'

Why are there so few women on private sector boards? Sean says interviews with key private sector directors indicate there is a high threshold for entry.

'The skills and experiences looked for are senior management or chief executive-level background, a deep understanding of assets and finance, or a significant track record of experience attractive to shareholders. There are relatively low

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### + ACTION PLAN

Action Plan for New Zealand Women

#### Economic Sustainability 1.4.1:

Improve women's participation in leadership and decision-making roles by monitoring women's representation and participation at senior levels in business and the education sector, and by providing nominations to government boards.



# Strengthening relationships to help New Zealanders

» **We all want the best for our families, children, and young people. That includes the people who work tirelessly within community groups, non-government organisations (NGOs), and government agencies, all of whom try to achieve a better well-being for New Zealanders.**

For NGOs and community groups, the job will be made easier with the Prime Minister's announcement that they will share \$446 million over the next four years as part of a new funding model. This is great news for the large number of community organisations providing essential services on behalf of the government, including those running parenting programmes, budgeting services, support for at-risk youth,

women's refuge services, family violence prevention programmes, and services for victims of crime.

These groups work alongside the people they assist. They know and understand these people and their needs and play a key role in supporting and helping them. Now, with more secure and sustainable funding, they will be in a much better position to do this more efficiently and effectively.

As Minister of Women's Affairs and Associate Minister of Health with responsibility for Action on Family Violence issues, I am particularly pleased to see more assistance being given to groups working in the family violence area. The more effective they are and the more people they can reach, the better it is for all of us.

My role as Associate Minister of Health also gives me responsibility for child, youth, sexual and maternal health, which compliment my work as Minister of Women's Affairs. This will considerably strengthen my influence on the well-being of women, which is central to the well-being of families and communities in New Zealand.

We have also recently seen the roll-out of phase two of the Campaign for Action

on Family Violence. This phase includes advertisements of the stories of men who have made a choice to be violence-free in their relationships. I would like to commend them for their courage, not only in making that choice but also for speaking out publicly about their private lives in an effort to effect change in others.

Over the four months since I became Minister of Women's Affairs, I have had the pleasure of meeting many of you and discussing the issues that are important to you and your members. I will get to meet many more of you over the coming months.

In December, I was privileged to speak with a large number of ethnic, migrant, and refugee women at a forum in Christchurch to hear about the unique issues they face as they try to build a better life for themselves and their families in New Zealand. As I said to them, the more I can listen and understand these challenges, the more useful and informed I can be as your Minister of Women's Affairs.

**Steve Chadwick** ›  
MINISTER OF WOMEN'S AFFAIRS

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numbers of women in New Zealand with this level of commercial experience as yet.'

Shenagh says she sees this as a challenge for many over coming years. She says MWA tries to make women on our database aware of private sector vacancies but does not offer a service to the private sector.

'Whatever is done by government, let us not underestimate the power of business leaders, current directors whether men or women and, most importantly, women themselves who must systematically build their commercial expertise and have the confidence to put themselves forward.'

Shenagh sees her own contribution to governance – which is done voluntarily – as a privilege.

'I am the chair of two large non-government organisations (NGOs). I greatly enjoy my colleagues on the boards, they have a mixture of commercial nous along with the values associated with NGOs.

'I have become aware of the complexity of some of the NGO challenges – often diverse operations, with continual attention to maintaining cash flow, and financial management of quite large investments. The chief executives we employ are very skilled, turning their hands to all aspects of their agencies, often with less support than is available to chief executives in other sectors.'

Shenagh says she believes valuing diversity is key for private sector directors. The predominantly male members of boards need to seek women from outside

their traditional networks because they want this diversity to increase the effectiveness of their agency.

'As far as the private sector is concerned, the valuing of diversity will need to take place in business communities and around board tables, and that is the responsibility of everyone, men and women. The other challenge is for women to keep confidently developing the long-term, high-level experience in the private sector that will fit them for the demanding private sector board positions.'

## Getting women on boards

MWA Chief Executive Shenagh Gleisner says the Ministry of Women's Affairs Nominations Service has gone from strength to strength over recent years, in

# Women in local government management – some good news, but questions remain

» DR JEAN DRAGE



large part due to the strategic leadership of Joan Isaac, who has now left the Ministry.

‘Before Joan started in 2004, the focus of the service was more centred upon processing nominations rather than targeting work to achieve the goal and using data to assist with this focused approach. Joan and her team changed the mindset – in essence it became more of a recruitment philosophy, getting experienced women on to the database, rigorous matching of skills to board requirements, and building the reputation of the service. I am confident the Nominations Service will continue to stretch and thrive.’

**Read more about the MWA Nominations Service on our website at:**  
[www.mwa.govt.nz/women-on-boards](http://www.mwa.govt.nz/women-on-boards)

**Census data shows that the number of women in management positions in local government has more than doubled in the last ten years. A closer look at the organisational structures within local authorities, however, shows that women hold only 5 percent of chief executive (CEO) positions and 24 percent of second tier management positions.**

These are findings of new research conducted by Dr Jean Drage and Karen Johnston. Dr Drage, who is writing a chapter on women and local government for a new book on women in politics says, to date, most research on women and local government has focused almost exclusively on women as elected representatives.

‘However, enormous change has occurred in local government in the last couple of decades. This raises new questions about how this changed environment has impacted on women and prompted me to look at areas that we know little about – where are women within the strengthened management structures of local authorities? And how much is local government involving women in planning and policy development? We know that women are active in their communities so how is that changing in terms of how councils engage with women?’

Analysis of census data from the last three census periods (1996, 2001, and 2006) showed that in the last ten years the number of women in local government management positions has more than doubled. In 1996 there were 369 women employed as managers, by 2006 there were 837 (an increase of 127 percent). This is partly attributable to a significant growth in management positions, but there are also a lot more women.

Dr Drage says these results prompted the question, ‘if the number of women managers has increased so much, how come we didn’t know this and how obvious is it within the sector?’

A subsequent survey of 85 local authorities sought data on their management teams and information on their equal employment opportunities (EEO) policies.

‘At the time we found only four women CEOs, although there are now five. The number of women in the top job has not increased – in 1999 the number was the same. However, at the second tier of management, which reports directly to the CEO and from which the CEO is usually drawn, 24 percent of senior managers were women.

‘Further, we found that when there is a woman mayor, 29 percent of second tier managers are women, compared with 22 percent where the mayor is a man, and when the proportion of women councillors is high, there are also a greater proportion of women in the senior management team.’

In their responses to questions on EEO policies, only six councils outlined affirmative action policies or practices that actively work towards increasing the number of women in more senior positions.

While these findings show there are many more women in local government management today (and that’s good news), Dr Drage says they also raise more questions.

- Why is it that despite the number of women managers in local government having doubled over the last ten years, there are still so few women CEOs?
- With 24 percent of government departments currently run by women CEOs, why is the public sector at central government level more open to promoting women to this level than local government?
- Why are councils not auditing their CEOs’ contracts against progress being made on supporting more women into senior management jobs – as is done at central government level?

‘We need to know how many women are actually applying for jobs in local government as opposed to the number of appointments. And statistics collected regularly on women in New Zealand needs to include national data on women in local government management to ensure that we continue to watch and support progress.’

**FAMILY  
VIOLENCE  
IT'S NOT OK**

**0800 456 450**  
**www.areyouok.org.nz**

## 'IT'S NOT OK' campaign steps up a notch

**The Campaign for Action on Family Violence, 'It's not OK', has moved into its second phase, which focuses on intimate partner violence.**

As part of the campaign, four men – Alfred, Brian, George, and Vic – share their stories of positively changing their own behaviour or influencing other men they know to change theirs, and the benefits they have gained in terms of relationships with their partners and their children. Television advertisements in which the four relate their experiences began in February.

The four-year campaign was launched in September last year and aims to change the way New Zealanders think and act about family violence. It is a major initiative of the Taskforce for Action on Violence within Families.

The results of a recent survey indicate that the campaign is prompting people to think about family violence, to discuss it, and to take action. The survey showed that 87 percent of those asked had remembered the campaign and more than half of those people had also discussed the campaign with someone and/or taken action as a result.

Subsequent phases of the campaign will focus on other forms of violence such as child abuse and elder abuse while reaffirming that all family violence is not ok.

The campaign is supported with a website [www.areyouok.org.nz](http://www.areyouok.org.nz) and 0800 Family Violence Information Line, 0800 456 450.



>> BRIAN GARDNER

### Brian's story

Brian Gardner is 42 years old. He grew up in Hawkes Bay but now lives in Wellington with Heather, his partner of 17 years, and their three children.

One night when his first wife wouldn't get out of the car he 'dragged her out of the car and tried to strangle her'. She received two black eyes and spent a night in hospital. That's when Brian's friends gave him an ultimatum, 'Get some help or we will call the police'.

Brian said he believed his wife should do what he told her to do.

'It was the same when we argued, if I felt I was losing the argument or losing control, I'd hit her. Looking back, those friends calling me on my behaviour was one of the most loving, caring things anyone has ever done for me. It was a relief when the violence was exposed – no more hiding, no more lying.'

Brian realised to stop using violence he needed a new rule book.

'I needed to examine my attitudes, my rule book, and also decide what kind of man I wanted to be.'

Brian's marriage did not survive, but his second relationship has been violence-free.



#### **ACTION PLAN**

Action Plan for New Zealand Women

**Well-Being 3.2.2 Crime Reduction Strategy.** Improve safety for women, girls and older women by continuing the implementation of the Crime Reduction Strategy. In particular, develop interventions aimed at potential or actual offenders, and potential or actual victims, especially Māori, Pacific peoples, at risk families, and those affected by drugs, alcohol or gambling.



**The work streams are:**

1. an 'environmental scan' of systems, agencies and key informants that are available to adult victims/survivors of sexual violence, including case studies in three socially and geographically distinct areas
2. a study of pathways from crisis to recovery for adult victims/survivors of sexual violence, focusing on their experiences of engaging with formal and informal systems
3. a statistical analysis of attrition and outcomes for specified sexual violation offences against adults recorded by New Zealand Police between July 2005 and December 2007
4. a critical literature review outlining international and New Zealand perspectives on best practice in service delivery for victims, as well as challenges to implementing best practice in New Zealand.

It is anticipated that contracts for all four work streams will have been awarded by the end of March, with the results of the research collated at the end of this year. The project itself is due to be completed in the middle of next year. There will be regular updates on its progress in *Pānui*.

**There is also information on the MWA website at [www.mwa.govt.nz/our-work/svrproject](http://www.mwa.govt.nz/our-work/svrproject)**

# The 'stranger danger' myth

» **The misconception that sexual violence is most often perpetrated by a stranger was one of the many issues raised at a recent workshop held by the Ministry of Women's Affairs' sexual violence research unit.**

MWA is leading the two-year research project – *Strong and safe communities: effective interventions for adult victims of sexual violence* – in partnership with the Ministry of Justice and New Zealand Police.

The purpose of the workshop was to outline the project's scope and aims to non-government organisations (NGOs) and to hear their views. This was the first of several workshops that have subsequently been held with representatives of diverse community groups. These included Pacific peoples, ethnic, migrant and refugee communities, Māori working in the area of sexual violence, and people with disabilities.

Research project manager Denise Lievore said sexual violence is more often committed by someone known to the victim, but it is less likely to be reported than assaults by strangers, particularly in non-heterosexual relationships.

'When sexual violence occurs within relationships – whether they are intimate relationships, friendships, or perhaps relationships between carers and dependants – victims/survivors may experience confusing feelings. They may feel that they were complicit in their victimisation and experience shame and self-blame, which hinder disclosure.'

Other issues that were discussed included the importance and impact of societal attitudes to sexuality and sexual violence; justice and non-justice support services; barriers to victims/survivors seeking help; the need for culturally appropriate frameworks to encourage women to seek help for sexual violence; and groups who are usually on the periphery of research such as older women, women with disabilities, and men.

Denise said the information from the workshops provided a strong platform for the research work ahead and was a valuable learning process for the team.

'We learned a lot from the people at the workshops. While some issues are common to all victims/survivors, those from diverse community groups face specific barriers and attitudes that can impede disclosure and recovery. This highlights the importance of understanding what diversity means. For example, people from some migrant and Māori or Pacific groups have a more collectivist world-view than Europeans. One implication of this is that they often have quite different preferences for dealing with the aftermath of sexual violence. To formulate good policy advice, we need to understand those differences and the workshops have assisted with that.'

Another significant step in the progress of the research project was a researchers' forum held on 1 February. The project's four work streams require a range of research skills and expertise and contracts for these have been advertised.

**+ ACTION PLAN**  
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INTERNATIONAL WOMEN'S DAY

# How did it come about?



» International Women's Day (IWD) is celebrated on 8 March every year.

It aims to connect all women around the world and inspire them to achieve their full potential. Thousands of IWD events occur globally ranging from small random informal gatherings to large-scale highly organised events that have been planned for many months. Like other international women's days, such as Suffrage Day, the story behind it is one of women overcoming many obstacles and joining together to campaign for change.

The history of IWD goes back to the early **1900s**. Women's oppression and inequality was spurring them to become more vocal and active. In **1908**, 15,000 women marched through New York demanding shorter hours, better pay, and voting rights.

In **1910** in Copenhagen, an International Women's Day of no fixed date was proposed to honour the women's rights movement and to assist in achieving universal suffrage for women. Over 100 women from 17 countries unanimously agreed the proposal, three of whom were later elected the first women to the Finnish Parliament.

In **1911** IWD was honoured for the first time in Austria, Denmark, Germany and Switzerland on 19 March. More than one million women and men attended IWD rallies campaigning for women's rights to work, vote, be trained, hold public office, and to end discrimination. On 25 March a large fire in New York City took the lives of more than 140 working women, most of them Italian and Jewish immigrants. This drew significant attention to working conditions and labour legislation in the United States that became a focus of subsequent IWD events.

On the eve of World War 1, campaigning for peace, Russian women observed their first IWD on the last Sunday in February **1913**. In **1914** further women

across Europe held rallies to campaign against the war and to express women's solidarity.

On the last Sunday of February in **1917**, Russian women began a strike for 'bread and peace' in response to the death of over two million Russian soldiers in war. Opposed by political leaders, the women continued to strike until, four days later, the Czar was forced to abdicate and the provisional government granted women the right to vote. The date the women's strike commenced was 23 February on the Julian calendar, then in use in Russia. This day on the Gregorian calendar, in use elsewhere, was 8 March.

For many years, the United Nations has held an annual IWD conference to co-ordinate international efforts for women's rights and participation in social, political, and economic processes and designated 1975 as 'International Women's Year'.

IWD is now an official holiday in Armenia, Russia, Azerbaijan, Belarus, Bulgaria, Kazakhstan, Kyrgyzstan, Macedonia, Moldova, Mongolia, Tajikistan, Ukraine, Uzbekistan, and Vietnam. In some countries, IWD has the equivalent status of Mother's Day.

There have been great improvements for women over the last 100 years. With those has come a change in the tone and nature of IWD, from being a reminder about the negatives to a celebration of the positives.

Not 'all the battles have been won' however. Women are still not paid equally to their male counterparts, are still not present in equal numbers in business and politics, and globally women's education, health, and the violence against them is worse than that of men.

## WOMEN ON THE MOVE

Congratulations to the 77 women who received a New Year's Honour. Nominations for the 2009 list are open until 1 August. For more information please go to [www.dpmc.govt.nz/honours/lists/index.asp](http://www.dpmc.govt.nz/honours/lists/index.asp)

**Pauline Winter** has been reappointed as Deputy Chief Commissioner of the Transport Accident Investigation Commission.

New District Court Judge, **Maree Mackenzie**, is a young appointee to the bench at 41 years old. Judge Mackenzie is working in the Family Court jurisdiction in Rotorua.

**Dr Sarah-Jane Paine** and **Dr Lynne Pere** have received postdoctoral fellowships from the Health Research Council of New Zealand to develop the Māori health research workforce.

The John McLeod Scholarship for Māori studying health and disability issues has been awarded to **Rauroha Clarke** (a former Plunket nurse who is in her second year of training towards a nursing degree) and **Catherine Waetford** (studying for a Masters in health science and Māori health).

**Jill Pettis**, MP, has been elected as the new chair of the New Zealand Parliamentarians' Group on Population and Development. The previous chair was Hon Steve Chadwick who resigned following her appointment as a Cabinet minister.

The new Kaihautū (leader) for the Museum of New Zealand Te Papa Tongarewa is **Michelle Hippolite**.

**Trudie McNaughton** has been appointed Pro-Vice Chancellor (Equal Opportunities) at the University of Auckland. In this position, Trudie is charged with fulfilling the University's commitment to equity in employment and education.

# AWARD FOR SERVICES TO MĀORI



JANE DUFEU

## Seventy-seven women received Honours in the New Year's Honours List and Jane duFeu was one of them.

Nelson-based Jane is now, amongst many other things, a Member of the New Zealand Order of Merit (M.N.Z.M.) and received her award for her efforts on behalf of and services to Māori. She is, however, reluctant to bask in the glory, saying she is just one of many working away in her community.

'The award itself is about recognising one person, but in fact there are always others who have worked alongside them at various stages. The most important

thing for me is that although someone has chosen to put me forward, in accepting it, it acknowledges everyone who has not been put forward.'

Jane is extensively involved in her local community, particularly in representing and advocating for Māori.

As well as being a director of Te Atiawa Asset Holding Company and Totaranui Ltd (Fishing), subsidiary of Te Atiawa Manawhenua Ki Te Tau Ihu Trust, she is also chair of the Gateway Housing Trust. The Trust, with a staff of 60, provides supported residential accommodation and community support for people with challenges in mental health. Jane is also a trustee of the Whakatu

Marae Committee Inc, a land trustee for Whakatu on behalf of Te Atiawa, and a director of the Koru Institute of Education and Training.

If that was not enough, Jane is a Justice of the Peace, an active life member of Māori Women's Welfare League through the Whakatu branch and has long been involved in Kapa Haka in the region through Roopu and Te Tau Ihu Māori Culture Council. Jane has two adult daughters.

Jane says it is rewarding to receive the medal for work that she does voluntarily.

'This is not for my paid work, but for what I do over and above that.'

## Unpaid work

*QuickStats About Unpaid Work* from Statistics New Zealand looks at the unpaid work of adults (aged 15 years and over) who usually live in New Zealand. The information is based on New Zealand's 2006 Census of Population and Dwellings. Respondents were asked to provide information about their participation in unpaid work in the four weeks prior to the census.

Unpaid work, as measured in the 2006 Census, can be broken into three broad categories: unpaid work that occurs within the household; unpaid work that occurs outside the household; and other voluntary work through an organisation, group or marae.

### *QuickStats tells us:*

- 92 percent of women engaged in unpaid work in the reference period compared with 86 percent of males.
- 35 percent of females looked after a child living within their own household, compared with 27 percent of males.
- 9 percent of females looked after someone in their own household who was ill or disabled, compared with 6 percent of males.
- 21 percent of females looked after a child who did not live within their own household, compared with 6 percent of males. 66 percent of

those helping someone who was ill or who had a disability living outside their own household were female

- Māori and Pacific females were significantly more likely than females within any other ethnic group to care for others living within their own household. 51 percent of Māori women and 48 percent of Pacific women cared for a child living within their own household, compared with 35 percent of females across the population overall.

**More information can be viewed at [www.stats.govt.nz/census/2006-census-data/quickstats-about-unpaid-work/quickstats-about-unpaid-work.htm](http://www.stats.govt.nz/census/2006-census-data/quickstats-about-unpaid-work/quickstats-about-unpaid-work.htm)**

# in brief

## >> Increase in numbers being screened for cervical cancer

The number of women getting screened to prevent cervical cancer has increased following the launch of a national campaign. An average of 3635 women have enrolled in the National Cervical Screening Programme each month since the campaign was launched last September. This is an increase of 4 percent compared to monthly enrolments for the previous 12 months.

**The campaign includes television, radio, and print advertising and has a particular focus on Māori and Pacific women as they have lower screening rates.**

## >> Minimum wage increase

The minimum wage, which applies to people 16 years and over, will increase to \$12.00 an hour from 1 April. This increase will benefit around 102,400 adult workers, most of whom are women. The youth minimum rate of \$9.00 per hour, for employees aged 16 and 17 years, will cease from 1 April and be replaced by a new entrants minimum hourly rate of \$9.60, or 80 percent of the adult minimum wage. The new entrants rate can be paid to 16- and 17-year-olds for the first 200 hours or three months of employment, then the adult minimum wage applies.

**More information can be obtained from the Department of Labour at freephone 0800 20 90 20 or [www.ers.dol.govt.nz](http://www.ers.dol.govt.nz)**

## Better free access to our laws

A new website launched in January provides free public access to New Zealand Acts, Regulations, and Bills. [www.legislation.govt.nz](http://www.legislation.govt.nz) is the culmination of the Public Access to Legislation (PAL) project, undertaken by the Parliamentary Counsel Office (PCO) in conjunction with the Office of the Clerk and the Tax Drafting Unit of the Inland Revenue Department. The PAL system is designed to improve the way in which New Zealand legislation is made available to the public.

**The legislation on the new website will initially be an unofficial version of New Zealand legislation. Website: [www.legislation.govt.nz](http://www.legislation.govt.nz)**

## GirlGuiding New Zealand 100 years old

GirlGuiding New Zealand: Ngā Kohine Whakamahiri o Aotearoa celebrates its centenary this year. In 1907, Lieutenant Colonel Cossgrove started Boy Scout troops around New Zealand. His daughter and some of her friends asked if they could join in too, as there were no programmes for girls available in either New Zealand or England. Cossgrove ended up writing a handbook, Peace Scouting for Girls.

**For more information on GirlGuiding New Zealand, visit [www.girlguidingnz.org.nz](http://www.girlguidingnz.org.nz)**

## Race relations in 2007

The Human Rights Commission's review, Race Relations in 2007, is to be published this month. The review, published annually, covers activity last year around the Treaty of Waitangi, language, civil and political rights, economic and social rights, media, cultural diversity and discrimination.

Also from the Human Rights Commission – a bi-lingual version of the United Nations Declaration on the Rights of Indigenous Peoples, possibly the first translation of the Declaration into an indigenous language. The translation was provided by Bobby Newson, Dr Merimeri Penfold and Te Taura Whiri i te Reo Māori.

**The publication can be accessed on the Commission's website [www.hrc.govt.nz](http://www.hrc.govt.nz)**

## Message to students with a disability

Students with a disability are invited to take part in Disability Mentoring Week, 7-11 April 2008. Participants will be partnered with a state sector employee who has a disability and, on a day during that week, can get to know them, the job they do, and the environment they work in.

**Contact Mainstream to book a place, 04 495 6724 or [www.ssc.govt.nz/mainstream](http://www.ssc.govt.nz/mainstream)**