Dynamic Business

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Friday, December 4, 2020

EXCLUSIVE REPORT **DELOITTE TOP 200 AWARDS**

COVID-19 RESET

Kiwi companies spring back

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Chairperson of the Year

Lucie Drummond
Mercury
Young Executive of the Year

Tim Williams
CFO Mainfreight
Chief Financial Officer of the Year

Lewis Gradon
CEO Fisher & Paykel Healthcare
Chief Executive of the Year

Fisher & Paykel Healthcare
Company of the Year

Ian Taylor
Visionary Leader

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Pressure makes a Diamond

Covid-19 has taught us all a great deal about resilience. As a country, as businesses and personally.

Regular *Herald Business Reports* readers will have noticed the publication dates of the 2020 reports were out of sync.

On March 6, we published a bumper edition of the *Herald's Project Auckland*, jam-packed with exclusive insights into the city's infrastructure developments as it prepared for 2021's Year of Events; revelations of a planned new city at Drury and more. Three weeks later, New Zealand was in alert level 4 lockdown.

The annual May Infinz Awards were postponed (and with that the *Herald's* annual *Capital Markets* report).

The reports did not resume again until late June with *Agribusiness 2020*; this was published 10 days after the Southern Hemisphere's biggest agricultural show Fieldays which was held virtually, and, (for once) did not see the reports team up at dawn to drive down to Mystery Creek for KPMG's Leaders' breakfast.

The last two months have been a pressure cooker.

The *Mood of the Boardroom CEOs Election Survey* and breakfast event was deferred twice. First, due to Auckland's move back into alert level 2, then when the General Election was deferred from September 19 to October 17.

Thanks here to Finance Minister Grant Robertson and his then sparring partner, National's Paul Goldsmith, who kept their diaries flexible, and debated in front of a deliberately sparse audience of CEOs (we were still at alert level 2) who had to register in advance. A special shoutout to BusinessNZ and our project sponsors, and, to Auckland Business Chamber CEO Michael Barnett whose relationship with the Cordis hotel assisted with date shifts.

The *Infrastructure* report shifted from August to November to coincide with InfrastructureNZ's annual Building Nations symposium which was held in person.

We collaborated with the Aotearoa Circle to produce *Financing the Future*.

Our final project for 2020 was the *Deloitte Top 200 Awards* and the *Dynamic Business* report.

As judging panel convenor, I would like to thank independent directors Cathy Quinn and Jonathan Mason, Forsyth Barr managing director Neil Paviour-Smith and Direct Capital CEO Ross George for making time to comprehensively judge these premier business awards when their own diaries were under pressure.

The *Herald Business Reports* team wishes all readers, contributors and sponsors a safe and Covid-free Christmas and New Year holiday season.

We're looking forward to coming back recharged in the New Year with our first report — *Project Auckland* — and the accompanying annual sponsor luncheon.

Finally, my special thanks to the core *Herald* reports team: Tim McCready, Natalia Rimell, Isobel Marriner, Richard Dale, Graham Skellern, Bill Bennett and Tim Wilson.

You aced it.

Fran O'Sullivan
Executive Editor
Herald Business Reports

Dynamic Business

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"We're proud to partner with the Deloitte Top 200 award programme and bring the success of New Zealand businesses to the forefront."

From Covid to climate

Dynamic Business
Tim McCready

It has been three years since Prime Minister Jacinda Ardern called climate change "my generation's nuclear-free moment".

While the previous Government was unable to declare a climate emergency in the last term — believed to be because Labour's coalition partner New Zealand First blocked it — she has now made it a priority with a declaration of a climate emergency.

Since Covid swept the world, it has done a lot to emphasise the social and economic inequalities that exist globally. The harsh reality of the lockdown exposed that, even in New Zealand, women and low wage workers were most impacted by job losses and reduced work hours.

Similarly, the relationship between climate change and inequality will see those who are disadvantaged suffer disproportionately from the adverse effects of global warming. The need for action to achieve New Zealand's vision of a thriving, climate-resilient, low emissions future is widely understood.

The same areas that New Zealand used to successfully respond to the Covid-19 outbreak are needed to address global warming: listening to scientists, public policy and international co-operation.

When US President-elect Joe Biden spoke with Ardern for the first time since the US election last month, he spoke positively about her handling of the pandemic and said he looks forward to working closely with her on common challenges, including tackling climate change. Biden has named ex-US Secretary of State John Kerry — one of the leading architects of the Paris climate agreement — as his climate envoy.

"America will soon have a government that treats the climate crisis as the urgent national security threat it is," said Kerry.

This break from the Trump administration's climate policy will put our Government to the test, and necessitate that our ambition reflects our action.

Jacinda Ardern speaks with US President-elect Joe Biden.
Photo / AP

> This is my generation's nuclear-free moment, and I am determined that we will tackle it head on.
>
> Jacinda Ardern, August 2017

Speaking recently at the Institute of Financial Professionals in New Zealand (Infinz) conference, Climate Change Commission chair Dr Rod Carr said the commission's current programme of work is to produce the first emissions budget out to 2035 — and to the extent that we are not on track to achieve our domestic targets and global obligations, advise on a reduction plan that will reduce those emissions having regard to a wide range of impacts.

"It is important to understand that climate action is now mainstream conversation, and understand what is to be done, by who, and by when," he said.

New Zealand emits about 80 million tonnes of carbon dioxide-equivalent greenhouse gases every year, and under the international accounting rules sequesters about 10 million tonnes, largely through forestry. Nearly half of those emissions come from agriculture.

The challenge for New Zealand, says Carr, will be that although our form of pastoral agriculture may be one of the most efficient ways of producing meat and milk protein in pastoral agriculture, there may now and in the future be ways of producing meat and milk proteins with an even smaller greenhouse gas footprint.

Of the remainder of our greenhouse gas emissions, transport makes up about 40 per cent. It is a growing contributor, with household transport emissions increasing by 15 per cent between 2011 and 2017.

Carr says this will be one of the major challenges that will go to the heart of both the allocation of capital by private vehicle owners, fleet operators and government infrastructure providers.

"Converting ground transportation to low or no emissions is a 100 plus billion-dollar investment challenge over the next 30 years," he says. "Known technologies exist. They largely require electrification, and that electrification needs to be provided from renewable energy sources, unless it is to continue to contribute to greenhouse gas emissions."

Navigating our economic recovery from Covid-19, while finding solutions for our climate change challenges will require a substantial and coordinated response. This will mean making sure capital is deployed to support the new age, new technologies, and new and necessary ways in which we conduct business.

Covid-19 exposed major weaknesses in our society. But it has also given us the impetus to make fundamental changes that will address inequality and fuel an economic recovery that is long-lasting and sustainable. Without a handbrake on the Government — and with a renewed impetus from international leadership to deliver — now is the time to make sure New Zealand isn't left behind.

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ANZ

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‘An amazing moment for humanity’

Bill Bennett

Throughout the pandemic, HP country manager Oliver Hill says his company never lost sight of its sustainability goals.

“We are going to defeat Covid-19,” Hill recounted to the *Herald*. “That’s going to be an amazing moment for humanity.

“But global warming, climate change and diversity are all issues that are here to stay. We’ve continued to focus on these issues and will do so in 2021.

“We’re proud we were certified by Rainbow Tick this year for our work with LGBTQI and we partnered with TupuToa to help with our Māori and Pacific strategy. These are going to be important topics.”

Hill works for a large global operation. At times that means reporting back to colleagues in the United States. The New Zealand Covid-19 experience is in stark contrast with what Hill’s counterparts see on a daily basis.

“You need a great deal of that Kiwi humbleness to deal with this,” he says. “Other people are going through a terrible situation. They get to hear about what is happening here on their news and they are aware of how it is in New Zealand.

“Many of them are full of praise for what we are doing. Even so, you have to try and not talk about how good things are here.”

There’s a lot on HP’s agenda for the next year. Yet, Hill says sustainability remains key. “Next year we will be ramping that up and we will be working with the government to do so. The government now has a mandate to do this as well.”

Hill currently leads the NZ leadership team and is a board member of HP New Zealand.

Passionate about diversity and inclusion, Hill is heavily involved in HP NZ’s internal business impact network groups.

This has enabled greater innovation, by bringing together different people from across the organisation, and fuelled by different backgrounds, perspectives, and experiences.

He also has a particular interest in sustainability and was recently appointed as a member of the TechCollect NZ interim board to work on initiatives to help minimise and manage e-waste (electronic waste).

HP has the good fortune to operate one of the industry sectors least affected by the pandemic. It is New Zealand’s leading PC brand. That means it benefited from high demand for laptops, monitors and computer accessories at a time when businesses sent workers home and schools told students to continue their lessons using remote learning.

Getting everything to work, overnight, across much of the economy compressed an entire year’s worth of innovation into less than a month.

Oliver Hill

“When the government announced the lockdown, anything to do with working from home was in demand. This was true in New Zealand and around the world,” he says.

Yet dealing with the increased demand was not without challenges. Getting stock to New Zealand was difficult.

“There was a reduction in air freight and passenger flights were cancelled, recalls Hill.

“These were our main source of logistics. So, we pivoted. During March and April, it felt as if every HP employee was a logistics person. Our salespeople didn’t need to do much selling, we used them to help serve customers. They found out what people needed, then worked to get them to people as fast as possible.”

“The other thing we managed to do for our customers, partners and resellers was to offer extended credit and more flexible payment terms. We wanted to make sure we were supporting business and helping with cashflow problems. For some of our enterprise customers we moved them on to an as-a-service model so they could roll out new technology fast”.

Hill says his staff worked hard during this time to make sure HP could get its technology into the hands of the people who needed it.

Yet he singles out the company’s engineers for special mention.

“They were out there in the field working with emergency services and other essential services keeping the country running. It was a scary time for those people, they put themselves on the frontline.”

HP managed to meet the demand and solve the problems even though employees were working from home. That took less adjustment than expected.

Says Hill: “We learned a lot. Most of all we learned we can be productive from home, or anywhere. And that goes for our New Zealand team and our entire organisation.

“If you told me before this year that the entire global company could work from home for nine months and still have very strong results, I would have never believed it was possible. But we’ve shown it is.

“And it’s not just HP. I see that almost every customer we talk to pretty much says the same thing: productivity is up, employee satisfaction is up.”

There is now a level of trust within New Zealand between employers and employees. Hill says this was the problem in the past, employers didn’t think people would be productive working from home. When there wasn’t any choice in the matter, they had to trust, and it went well.

Running a technology company like HP gave Hill a front row seat observing how New Zealand businesses turned on a dime to embrace new ways of working.

“Getting everything to work, overnight, across much of the economy compressed an entire year’s worth of innovation into less than a month.

“You had to get your VPN (virtual private network) systems to be able to cope. And then get everybody on video calls.

“It wasn’t just a normal amount of data traffic either, there’s to be more data traffic than ever before because people were making back-to-back video calls using Zoom and Microsoft Teams.

HP’s technology played an important direct role in the fight against. The company is best known for laptops and printers, but it also makes industrial 3D printing systems.

Hill says this was used around the world to manufacture the personal protective equipment used by frontline health workers dealing with Covid-19. That gave people who were less aware of the technology an opportunity to glimpse into the future of manufacturing.

New Zealanders will get another HP-developed glimpse of the future this summer as the America’s Cup yacht races get underway. HP is the laptop and printer technology partner for Emirates Team New Zealand.

Hill says it gives the company a chance to show the world what it can do to help make the boat go faster.

He says that while it looks like a yacht race, behind the scenes everything is digital, so it’s actually a technology race.

This will give HP an opportunity to show people what technologies like machine learning and artificial intelligence can do for their companies.

> ”If the pandemic happened 10 years ago, it would have looked very different.
>
> “Our economy was in a far worse position, we didn’t have the ultrafast broadband network infrastructure in place, there weren’t enough laptops out there, we didn’t have today’s video-conferencing tools.
>
> “The networks stood up; they’d never been stressed like that before. I give credit to the internet service providers who made that happen. Collectively these things all made business work.
>
> “I’m proud that as a country we chose to prioritise health and put people first, but our economy is only in a decent state today because of the technology that was in place.“ *— Oliver Hill, HP*

Transformation in a crisis

Bill Bennett

Commercial law firm Russell McVeagh was deep into a major transformation programme when the Covid-19 pandemic hit.

Chief executive officer Jo Avenell says the law firm's response to the Covid-19 crisis proved to be a real test of how far it had come on its transformation path and a test of its culture reset following Dame Margaret Bazley's report.

"We feel positive about the year and the outlook for next year because we feel like our culture has stood up and has been tested and we've come through that," says Avenell.

Like many other businesses operating in Auckland's CBD, Russell McVeagh had a short practice run for the pandemic.

In October 2019, a fire at SkyCity — at the International Convention Centre which was under construction — saw streets closed. Fire officers asked workers to stay away from the area.

"It tested our ability to work remotely," recalls Avenell.

"We could see if our technology and remote working tools were fit for purpose. This included broadband networks and even simple things like making sure everyone had their laptops and took them home at night.

"We didn't waste the SkyCity crisis. The combination of learning from that and having already invested heavily in our culture meant that by the time Covid-19 came around, we were in good shape."

Early this year Russell McVeagh invested in Zoom video conferencing technology. "We installed it in all our offices, meeting rooms and on the laptops. The power of that was it allowed us to keep everyone connected and close," she says.

"Teams were having daily catchups. I had firm-wide calls once a week. It was a more effective way of communicating with the whole firm than sending emails when you couldn't meet in person. "This shift to embrace technology in all its guises and learning how to successfully work remotely has been a clear positive from Covid, not only for Russell McVeagh, but for the industry".

Soon after the level 4 lockdown began, Avenell had a discussion with her board. "We looked at how we wanted to emerge from the crisis and decide on the most important priorities. It was easy to react to events."

"At the time things were changing fast and there was a great deal of pessimism," says Avenell.

"Then came news about businesses cutting jobs, cutting wages and forecasting substantial revenue reductions. The context was fear and uncertainty.

"We were clear that we wanted our people to feel we had done the right thing. We wanted our clients to know we were there for them. Our business remained in good shape. We wanted to hold our heads up high. This formed the backdrop for all our decision making."

Choosing not to take the government wage subsidy was an easy, early decision. "We just said this isn't designed for us. It's there for other people who need it much more than us. Our people and our clients acknowledge that."

Avenell says Russell McVeagh wanted to go further "by preserving everyone's roles as long as we could.

"We have some people who were vulnerable, they wouldn't be able to do their jobs during lockdown. They were kept on at full pay. We didn't reduce anyone's hours and we didn't reduce anyone's pay. We felt we were doing the right thing by our people and we were also doing our bit for New Zealand."

Avenell says this paid off in terms of trust. Internal measurements of employee engagement are very positive.

Trust is central to Russell McVeagh's transformation programme.

The previous two years have seen the law firm invest in a far-reaching programme designed to rebuild trust in the firm's reputation and its leaders.

Along the way it has changed its culture and governance. It has also changed its technology and its way of working.

Shortly before the pandemic, Russell McVeagh set up an extended hours policy. There had been a series of workshops with all the company's staff to design the policy. "It's a critical part of the response to Dame Margaret's report because it gets to the heart of the company's culture. One of the issues was junior lawyers working long hours."

> We didn't waste the SkyCity fire crisis. The combination of learning from that and having already invested heavily in our culture meant that by the time Covid-19 came around, we were in good shape.
>
> Jo Avenell

Avenell was brought into Russell McVeagh from NZ Post to lead the firm's transformation programme.

She says when she joined the law firm, it wasn't clear if long working hours was a systemic issue or, as Dame Margaret's report suggests, a matter of poor management practices by a few managers.

There are always times in a legal practice where some extended hours are necessary: legal cases or commercial transactions might have tight deadlines. To get a better understanding of the issue, there was a push for people to record all their time.

Avenell says it all came down to wellbeing. "If we've got people working long hours, we now have visibility of that. It means we can actively manage people's workloads and share the work around. If other people are not working long hours, they pick up some of the slack. When people have to work long hours, we give them recognition, we record the hours worked and, more importantly, once the transaction or case is finished, make sure they take that time off."

She says the trial could have been put on hold until after Covid. But, it was more important to have visibility while people are working at home.

"We carried on with the trial and it's been a great success. We think we've got something that's really different out there in the market: recognising and valuing people's time. We've now got checks and balances to manage that better. People are getting recognition and are taking the time off."

In the last six months of the trial, partners, staff and human resources have started having new conversations like: 'do you really need to work those hours?'

There's been a move to only allowing it when the demand is client-driven and if it isn't, people are told to go home.

Human touch

A side-effect of the switch to remote working during the Covid-19 pandemic has seen Russell McVeagh become more humanised and less hierarchical. Avenell says Zoom meetings meant that people got more insight into their colleague's lives.

The video conferencing cameras showed people's homes and their living rooms. Inevitably that meant meeting colleague's children, seeing their pets.

This is something that would not otherwise have happened. It brought people within the firm much closer together and introduced an element of empathy for what others have to deal with on a day-to-day basis.

For Avenell this was the silver lining in the Covid pandemic, it helped build relationships within the firm.

"Often work can feel cold and impersonal, you can forget you're living in everyday reality. With Zoom, the first conversation people would have at the start of the call centred around questions like 'how are you'. Having our partners, senior leaders and myself sharing some of the challenges of lockdown created a level playing field.

"We realised we are all just human beings having a shared human experience. It meant sharing vulnerability and coming at work matters from a more compassionate lens. This strengthened our connection", she says.

Recruitment

Pandemic pressures meant that many Russell McVeagh clients were asking for more senior lawyers and partners to work on their projects and willing to pay for the experience. CEO Avenell says over time this could change the firm's business model, it could mean there's a need for more senior lawyers, fewer juniors.

Yet she says the company has long had a practice of nurturing young people. "We decided to keep our scholarship programme going. We've taken our summer clerks on this year as we always have done. We will need to see how this works over time and how it might change".

Breaking the regulatory ice

Judith Collins

Growing New Zealand's technology sector is a key lever to growing the wealth, wellbeing and prosperity of our country.

According to the OECD, average wages in New Zealand are a third less than they are in the United States at present, and about a fifth less than Australia. New Zealand is in the bottom half of the OECD when it comes to average wages.

Unfortunately, increasing wealth in this country isn't as simple as Wellington decreeing a higher minimum wage. No industry can afford to pay its workers more than what that industry earns on average per worker.

In order to grow our wages, we need to grow the productivity of our workers. This means for every hour worked, more is able to be achieved.

This is where the tech sector comes in.

Technology is the highest-paid sector out of all our major export industries. According to Seek.co.nz, employees in the technology sector earn on average $96,000 per year. This is similar to mining, where employees earn $92,000, and ahead of farming at $70,000 and tourism at $53,000.

It is far easier for New Zealand to increase productivity by growing sectors that are already highly productive already, rather than attempting to increase the productivity of industries that currently have lower incomes.

And the good news is the technology sector has few barriers to growth. The sector does not require land or mineral resources, and does not face environmental limits.

I am not in favour of big government-led programmes as they typically don't deliver positive results. But I do think there are some simple things the Government can and should be doing to support our tech sector.

The tech sector revolves around good people and strong businesses. In both cases we need to nurture home-grown talent while also attracting the best and brightest from overseas. Prior to the election, I set out some ideas around how we can do this.

Firstly, we need to attract more New Zealanders to study what is known as Stem subjects: Science, Technology, Engineering and Maths. While we will always need a portion of political science and history majors, in modern times we have seen a shift away from core Stem subjects.

The Government can do two things here. Instead of broad projects like Fees Free, we should target a portion of our tertiary spending to provide scholarships for those studying Stem subjects. This should be aimed at attracting students from lower decile schools and populations who aren't traditionally attracted to the tech sector.

Government tertiary spending can also support the establishment of more tech graduate schools. When New Zealanders complete a bachelor's degree in a Stem subject we need them to be able to stay at home while they study advanced subjects like robotics or artificial intelligence. Leaving to do post-graduate study abroad may mean our brightest minds never come back.

Secondly, we need to convince more of the world's top talent and growing companies to come here. We should loosen our investor class visa to provide a smoother pathway into New Zealand for those in the tech sector and create a fast-track technology skills visa to make it easier for our tech companies to recruit the talent they need.

I believe we also need a PHD scholarship scheme to attract the best tech students from around the world.

The final aspect to consider is our regulatory environment and critical infrastructure. New Zealand is well placed to be a "regulatory icebreaker" for new technologies like driverless cars and drones. We are a small, English-speaking, and relatively wealthy country. Trialling new products or technologies here will give tech companies a good understanding of whether or not their technologies will work in larger markets, without the risk that trialling elsewhere may bring. Our parliamentary system allows us to be more nimble and move faster than many other Western democracies.

Establishing a "regulatory ice-breaker" unit in government that can temporarily override regulation in a select area can support companies to come to New Zealand. For example, a controlled three-month trial of a new technology could be done in Wellington alone. If the trial is successful, broader regulatory change can then be enacted. The previous National Government invested in our ultra-fast broadband network. Across all areas of the economy, National believes the Government always has a role to provide quality infrastructure to allow people and businesses to thrive. The final piece in supporting our technology sector will be to complete the rollout of ultra-fast broadband and improve rural connectivity to at least 100 mbps.

● *Judith Collins is the leader of the National Party.*

We need to convince more of the world's top talent and growing companies to come here. We should loosen our investor class visa to provide a smoother pathway into New Zealand for those in the tech sector and create a fast-track technology skills visa to make it easier for our tech companies to recruit the talent they need.
Judith Collins

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In a new start-up age, Aider leads the pack

Don Whiteside

As the Covid-19 pandemic continues to reshape businesses around the world, there has been a clear recognition of the need to embrace technology, innovate and do things differently.

From cash flow to sales, staffing to accounting needs, rapid changes in business dynamics have made the need for real-time insights into businesses' performance more important than ever.

Recognising this growing reality, ANZi Ventures – the investment arm of ANZ Banking Group – has this month made a significant investment in an Auckland artificial intelligence start-up called Aider.

The company's app is a digital assistant for businesses, collating data from applications like Xero, Google Analytics, and Shopify, along with other data from social media, or even the news or weather.

Using artificial intelligence and machine learning to understand how the business runs – even anticipate problems before they happen – Aider can play a significant role in helping business managers and their financial advisors make informed decisions.

These instant insights – delivered via text or voice-to-text – can save valuable time, allowing owners to focus on other important aspects of running and growing their business.

While many innovative fintech start-ups have rightly identified niche opportunities to disrupt and improve the delivery of financial services, few have the level of trust or the customer base of existing banks.

With a proven record of looking after customers' money, along with strong technical teams, existing digital products and the capacity to meet regulatory requirements – banks are being recognised as the perfect partners for fintech start-ups.

ANZ's investment in Aider allows the start-up to further develop and innovate its offering.

Initially ANZ will refer customers to Aider, but in time, it could potentially integrate Aider's software into ANZ's own offerings in a way that benefits business customers.

Despite the Covid-19 lockdowns and the uncertainty and disruption to business, 2020 has seen continuing strong investment activity in start-ups in New Zealand, with ANZ's investment in Aider just one of a number of similar deals.

PwC's November 2020 Startup Investment magazine noted that 2020 was likely to see more than $100m of investment going into start-ups in New Zealand, on par with previous years.

It recorded $33.6 million of start-up investment in the first half of 2020, with 42 per cent of this focussed on "SaaS" or Software as a Service technology.

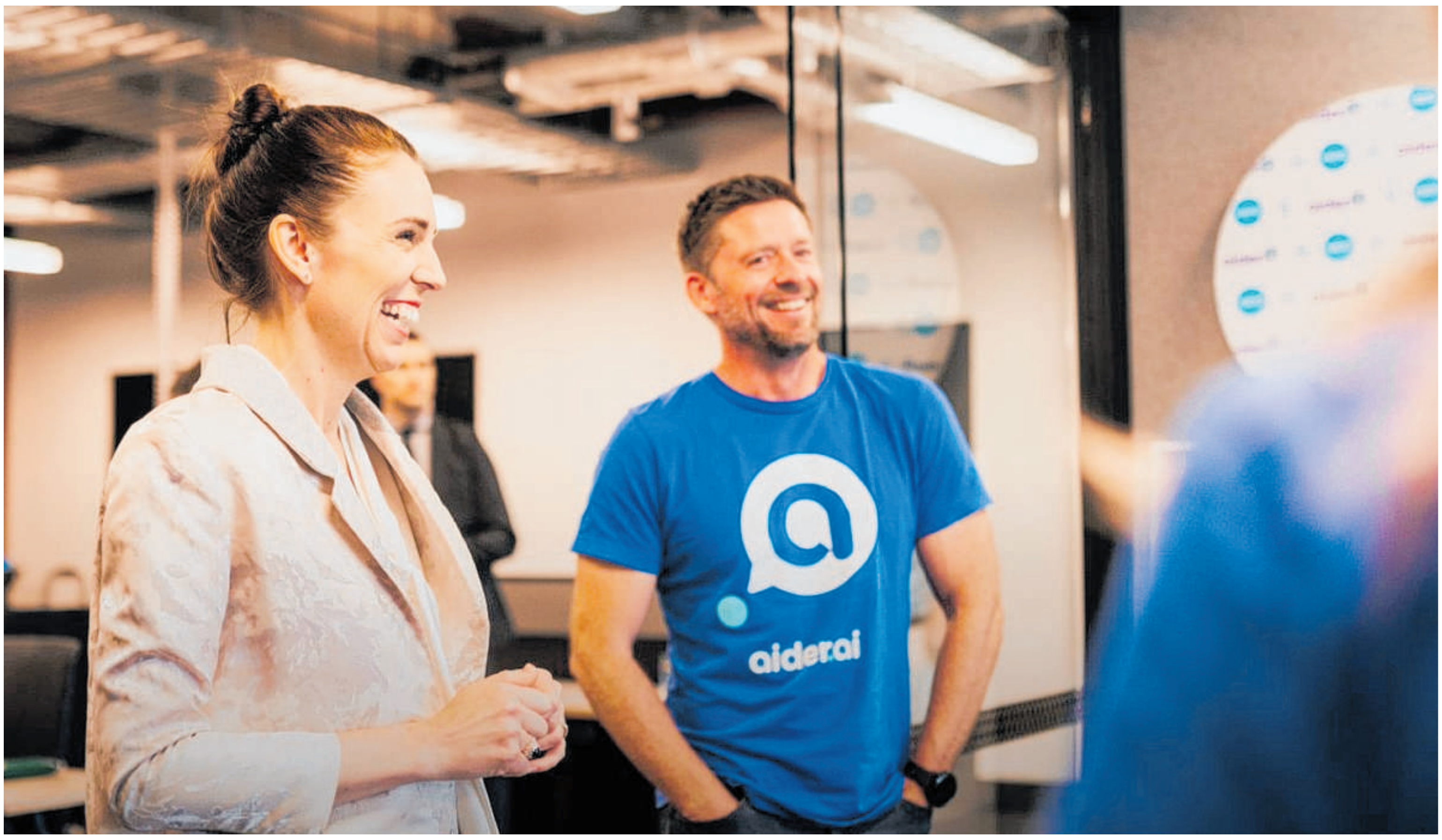
Even before Covid-19 accelerated the pace of change, the global market for SaaS – cloud-based software systems for companies – has been growing rapidly, and is expected to be worth more than $317 billion by 2022.

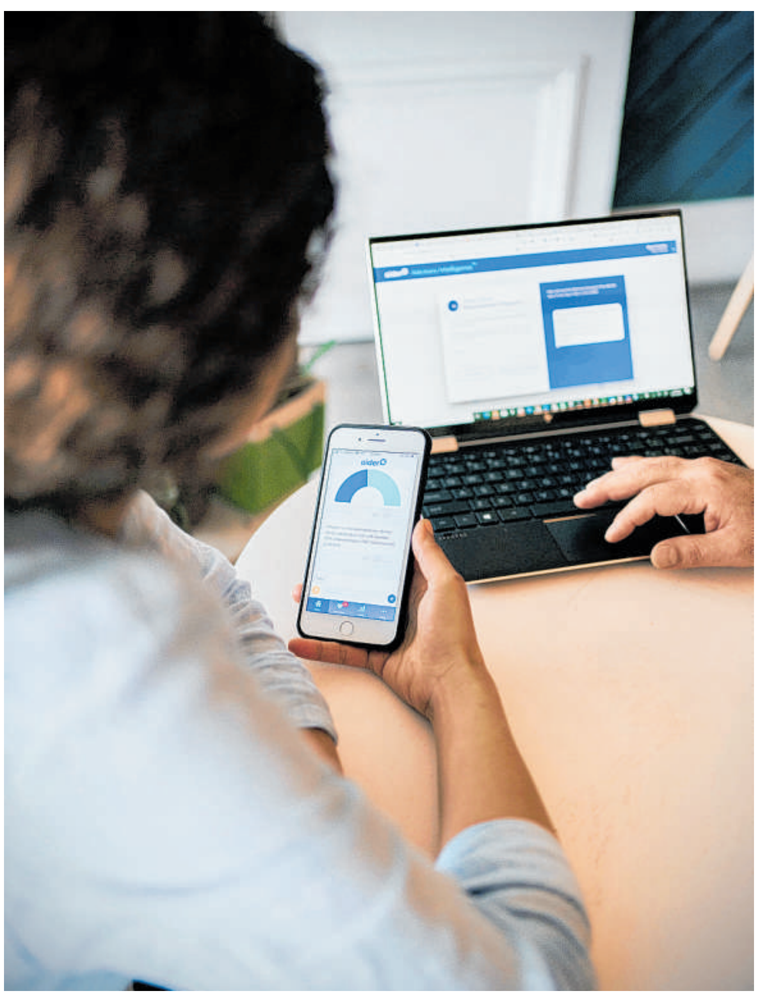
Paying a subscription to access an application over the internet – often through a web browser – rather than having to host it on a company's own servers, enables businesses of all sizes to access powerful software with minimal upfront costs.

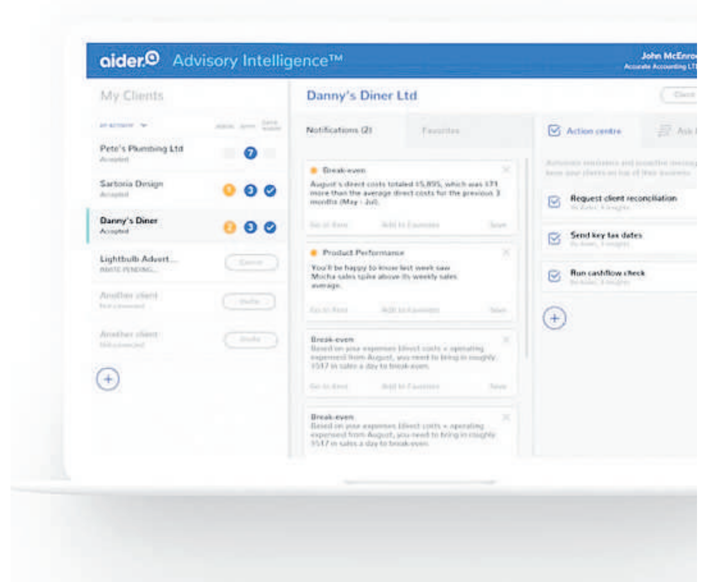
Small companies can now access software and insights that were once only accessible by large corporations.

In many ways the world is only now waking up to the fact that data is the new oil.

Cloud-based systems like these are expected to become increasingly popular, especially in these uncertain economic times as we experience the financial fallout from the global pandemic.







Brendan Roberts, CEO and Founder of Aider with Prime Minister Jacinda Ardern (top); developed on Auckland's North Shore, Aider helps business managers and their financial advisors with real time insights that help make better decisions.

> Start-ups that demonstrate adaptability and agility, while staying focused on their particular niche or objectives, will see success in what is a new and exciting start-up age.
>
> Don Whiteside

Software systems like Aider can adapt quickly to dynamic business conditions and are capable of rapidly re-tooling their services to meet changes in customers' needs or regulations, competitive rivalry or changing device or internet usage.

Start-ups that demonstrate adaptability and agility, while staying focused on their particular niche or objectives, will see success in what is a new and exciting start-up age.

The pandemic has highlighted the need for businesses to have digital offerings, while the combination of artificial intelligence, machine learning and voice assistants like Alexa, Siri or Google Assistant make these services increasingly easy to use and accessible globally.

Previous financial crises have shown us that innovation is often born out of economic uncertainty and there are clear indications the disruption caused by Covid-19 will have the same effect.

Start-ups in New Zealand look to benefit from the brain gain of returning Kiwis, often with extensive global start-up experience, while also being able to make the most of a local investment climate eager to back and help develop these new technologies.

The export of software and services was worth over $2b to New Zealand in 2019, up 47 per cent on 2017.

It is clear that with the right support and investment, start-ups like Aider have the potential to play an exciting and vital role in New Zealand's economic revival.

● *Don Whiteside is Head of Emerging Technologies for ANZi.*

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The courage to embrace change

Rob Campbell

"Fortune calls
I stepped forth from the shadows to the marketplace
Merchants and thieves, hungry for power...
Gentlemen, he said
I don't need your organisation, I've shined your shoes
I've moved your mountains and marked your cards
But Eden is burning, either getting ready for elimination
Or else your hearts must have courage for the changing of the guards".
Bob Dylan, Changing of the Guards

In my time as Chair of SkyCity Entertainment Group, no matter how much money we make, how big and bright our buildings, or how popular our entertainment, I will consider myself a failure if we do not look, feel and act to the people who work here, play here and stay here much more like our community, than we have in the past and are today. Here in "the marketplace of merchants and thieves, hungry for power" we must change.

SkyCity is incredibly diverse. Our staff speak and write in over 50 languages. Chinese, Indian and Filipino staff are among our largest ethnicities. We have many Māori and Pasifika staff. We have LGBT people, about even male and female, some gender diverse and some with disabilities.

But we have major challenges in diversity and inclusion across every measure. For the SkyCity Board and management, it is a significant task to lift representation at all levels and to reflect the diverse cultures, identities and attributes of our community — not just in numbers, but in how we work and in the services we offer. This does not happen, we know, by just recognising the numbers or the needs. Nor by just reporting. Nor by winning awards for each step we make. It requires dedicated and ongoing attention, embedded in our business plans and actions. And it is not a process which can be effected "top down". It must engage and be led by people throughout the business. In Dylan's terms, "our hearts must have courage for the changing of the guards".

You might think that a casino is an odd place to reflect this aspiration. But it is also precisely here, in big business,

> It is risky to not reflect and incorporate the diversity which surrounds you. Diversity nourishes and protects.

in the heart of commerce, in "the marketplace of merchants and thieves, hungry for power" that the importance and opportunity for change is greatest.

As in nature, so in society and in business, it is risky to not reflect and incorporate the diversity that surrounds you. Diversity nourishes and protects.

We have many positive reasons to welcome the "changing of the guard". Increasingly it is recognised that there is a genuine "diversity dividend" which we have denied ourselves in the past. It really is extraordinarily myopic, to the point of wilful blindness, that business would deny itself the skills, insight, and behaviours of everyone who did not look, sound and think like the boss. In a world where old, white, university educated males (like me) make up less than 2 per cent of the global population, why should we be the ones to keep on trying and being allowed to make the world in our own image on everyone else's behalf?

Covid-19 has caused many people, many businesses and many countries to pause and reflect. Time to reflect on the actions which got us here. The danger is that we are allowed back onto the 'global economy' playing field having not learned any lesson.

In the boardrooms of "the marketplace of merchants and thieves", I am not convinced that this is fully understood. Many of us have had to think hard about changing our business practices, to pivot our business models. This is good and necessary work. We might label it recovery. It might be considered the commercial equivalent of government spending on social, business and infrastructure projects in the name of recovery.

My hope is that our boardrooms will see this as an opportunity to reset. I think that this reset is needed around sustainability of nature just as it is around social equity within the business and within the community within which it operates.

This reset will only really happen if we also have a full "changing of the guard" at all levels of power. Power and business are directly linked. How we run our companies is an expression of power over information and resources and ways of thinking about them. Unless we diversify this to reflect the inherent diversity of our communities we will fail to reset.

I have personally made a priority of achieving some real progress on this changing of the guard within governance and management of the organisations where I work in the next year.

Diversity is literally a blessing of nature. It makes no sense to ignore it. It is destructive to suppress it. Let's embrace it. Let our hearts have courage for the changing of the guards.

● *Rob Campbell is Chair, SkyCity Entertainment Group.*

Will diversity initiatives survive in a post-Covid era?

Maxine Kelly

Google faced a backlash in May after eight current and former employees accused the tech group of paring back diversity and inclusion programmes in order to avoid criticism from conservatives.

The employees alleged that, since 2018, the team delivering internal Diversity and Inclusion training had been reduced and some vacancies on the team left unfilled, while some programmes had been cut back or dropped completely — a claim Google denied. Melonie Parker, chief diversity officer at the tech group, told NBC News at the time: "We're really maturing our programmes to make sure we're building our capability."

Later that month, the police killing of George Floyd in Minneapolis triggered a wave of international Black Lives Matter protests against racial injustice. This forced business leaders to look more closely at not only whether their efforts on diversity and inclusion were adequately supporting their staff, but also whether they have a positive impact on wider society.

The scramble to slash costs in response to Covid-19 has piqued concern that D&I could slip down, or even off, companies' agendas. At the same time, some leaders are looking to tap the positive value of inclusivity, especially as the pandemic heralds a more fragmented workplace in which more staff work from home.

The crisis has exposed how some companies view D&I as nice to have rather than a core value, says Pragya Agarwal, a diversity consultant and author of *Sway: Unravelling Unconscious Bias*. "That's the whole problem with considering diversity and inclusivity as kind of a buzzword or a fluff concept, where people just talk about it as a box-ticking exercise."

Companies with diverse leadership teams have been found to generate greater revenues from innovation — an attribute that will prove crucial for businesses to emerge from the crisis successfully.

Employees are also more likely to go the extra mile — or give "discretionary effort" — if they trust their employer. As well as potentially damaging a company's reputation, crimping workplace diversity programmes at the same time as furloughing workers risks eroding this trust and jeopardising extra effort from their remaining staff at such a valuable time.

The early signs are not encouraging, however. According to a survey of global D&I leaders by McKinsey, 27 per cent reported their organisations have put diversity initiatives on hold because of the pandemic.

A diversity and inclusion expert at one North American financial institution says though the business has not reduced its internal D&I budget, it has cut back its sponsorship of external events, many of which have been postponed as a result of the pandemic. "When we were looking at the return on investment, we were looking at, 'what are we really going to get out of this relationship, given the situation we're in?'"

The company has turned its focus to increasing diversity across its supply chain and the inclusion aspect of D&I has been "elevated" across its workforce. "We've actually been working with our employee resource groups to understand what are the specific needs of those communities and how could we help them."

Workplace winners

The reimagining of the workplace provides opportunities for certain groups and puts inclusivity centre stage. In numbers terms, women arguably have the most to gain as the workplace recalibrates and the stigma around flexible working recedes. Jennifer Brown, founder and chief executive at JBC, a US diversity and inclusion consultancy, says many companies recognise D&I initiatives are "a mechanism for generating belonging in a very uncertain future".

Not all successful D&I initiatives require a huge budget, she adds. Businesses can "marshal" their women or LGBT+ affinity groups for creative input. "It is a way of continuing to keep that drumbeat for the importance of this stuff going," she says.

Maxine Williams, global chief diversity officer at Facebook, says Covid-19 has rendered inclusion more important and it is focusing on this and allyship to foster greater cohesion across its employee communities. "We've called for allyship in support of the rise in xenophobia, especially among our Asian Pacific Islander and black communities."

Facebook's employee resource groups are adjusting activities such as meetings and summits in response to the pandemic. "But we will not be reducing our commitment to D&I."

Debbie Klein, group chief marketing, corporate affairs and people officer at Sky, says switching to running events virtually actually enables the UK broadcaster to be more inclusive. "This is great because it allows even more people to access them and we're no longer limited by seating space on site," she says.

Sky says it is continuing to track diversity across its workforce every quarter. It is also conducting monthly surveys to monitor wellbeing and assess whether the company needs to tailor its actions by gender, ethnicity, sexual orientation, gender identity, age or ability. In the wake of the George Floyd killing, it has created an internal diversity action group and an independent external advisory group that will advise it on how the broadcaster can "deliver real and lasting change".

Workers with disabilities stand to benefit greatly from remote working, JBC's Ms Brown says. Removing the barriers of commuting and inadequate facilities at many workplaces, for example, could help tackle underemployment in this demographic. "There's just so much access that was not possible before," she says.

However, the experience may not be as positive for those with invisible differences: for example, a consultant in the tech sector reports seeing neurodiverse colleagues struggle with video conferencing.

Diversity may suffer in the short term as hiring slows and staff are laid off, but the longer-term outlook for recruitment could be positive. Companies will be less likely to "appoint for fit", says Agarwal, as hiring by video means there will be less emphasis on first impressions and certain biases will be muted.

Businesses have a "huge opportunity" to make D&I a priority, she adds. "What the pandemic's done is highlighted some of the socio-economic inequalities and . . . it's showcased that we need [diversity and inclusivity] more than ever."

The pandemic will reveal whether organisations view D&I as an asset or a liability. Those in the former camp are likely to discover how powerful a diverse and supportive workforce can be as they emerge from this crisis.

— Copyright Financial Times

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>
> Pragya Agarwal, diversity consultant

The new world of work

Furloughing: Companies should have a D&I lens on decisions around furloughing and redundancies to ensure they are not inadvertently cutting disproportionately from under-represented groups. "Everybody's watching the choices that companies are making right now." — Jennifer Brown, JBC

Professional inequality: Younger workers or those from lower-income backgrounds may not have a suitable working environment, equipment or broadband at home. "Although working from home might be suitable for some, we need to have the opportunity of an office space, as this is better for many others." — Michaela Greene, development and communications director, Roundhouse, a London arts venue

Sponsorships/partnerships: "It's imperative brands don't drop their sponsorship deals, a key source of funding for organisations like Pride, as it really matters now more than ever — this is what it means to be an effective ally." — Sara Chandran, founder of Fresh and Fearless, a UK diversity consultancy

Beware stereotypes: Remote working could mean staff rely more on stereotypes and build one-dimensional impressions of some colleagues. "We're not really seeing the people in other contexts besides just [virtual] meetings, so we don't have an opportunity to get to know them." — Pragya Agarwal, author of Sway: Unravelling Unconscious Bias

Community engagement: Employee resource groups tend to focus on business development, the workforce or community — the latter could have a more pronounced role post-pandemic. "Affinity groups will be mobilised around community engagement and philanthropy more significantly." — D&I expert at a North American financial institution

Leadership: A more empathetic style of leadership will emerge from the crisis as managers realise they don't have all the answers. "Leaders will emerge from some unexpected places." — Jennifer Brown, JBC

A new world of work

The pandemic has changed the world of work as we know it. Reducing human contact has led to the mass adoption of working from home and accelerated reliance on digital technology. Meanwhile, thousands of workers have been forced to move to new industries and recession has highlighted the need for mental health support at work. So what jobs are likely to be in demand in the economy of the future? The FT asked experts and companies for real life examples:

Head of health and wellbeing

Rachel Warwick, global head of culture and engagement at Ocado, says the pandemic shone an "additional spotlight" on employees' health and wellbeing. The UK online grocer is creating a new role to unify the approach across the business. "The pandemic has made people more aware of the human that is behind a role," she says. In any company, data savvy individuals with expert communication skills will be needed to manage these concerns across the organisation. "Actually how we gather data to inform what this role will focus on is so important," Warwick says. "How do we proactively communicate — whether you are working remotely or you are on the front line — how do you proactively give information to people at the right time so you can support their health and wellbeing?"

Chief bias officer

As the pandemic pushes companies towards technology, artificial intelligence is likely to spread even faster — and it will need to be managed. "Wherever you have a marketplace model that is powered by AI, you will always need to be proactively thinking about bias and where it can emerge," says Brian Hershey, head of enterprise strategy at Gloat, an employee network for businesses. He says this will lead to the emergence of "chief bias officer" roles, a job that will help mitigate against potential bias in AI but also be used to reach business objectives, such as diversity metrics.

Head of remote

The transition to flexible working is creating demand for roles that help manage the move, as well as the future hybrid workforce. "The head of remote is probably an operational title, someone who oversees this organisational change to the remote world," says Raj Choudhury, professor at Harvard Business School. Choudhury says the individual will have to set guidelines on what knowledge is "codified", or written down. "The head of remote can convince people this is necessary and make sure everyone has the tools to do this."

Data scientist

There is a huge opportunity for data scientists to create tools to replicate what human beings were doing in face-to-face interactions before. Choudhury says the push to reduce human contact and social distance is likely to increase demand for tools that replace human interaction. "The fact that the world is going remote creates a huge opportunity for data scientists to create tools to replicate or replace what human beings were doing in face-to-face interactions earlier on."

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Changing the face of banking

Bin Liu

"The bank of the future is a financial technology company." The words of ICBC President Gu Shu still resonate loudly.

As one of China's largest banks by assets, Industrial and Commercial Bank of China has made large-scale investments in the field of financial technology.

In 2019, ICBC's technology investment reached 16.37 billion yuan (NZ$3.54b) accounting for approximately 2.2 per cent of annual operating income.

As at the end of 2019, ICBC had 34,800 financial technology personnel, accounting for 7.8 per cent of the total staff number of the bank.

In 2019, ICBC released the Smart Banking Ecosystem (ECOS 1.0), which showcased the bank's financial technology innovation achievements, especially the establishment of the dual-core IT architecture of "mainframe + open platform", which marked ICBC entering into the new stage of becoming a digital bank.

As at September 30 2020, ICBC had total assets of 33 trillion yuan (NZ$7.14 trillion) providing comprehensive financial products and services to over 8.5 million corporate customers and over 660 million individual customers worldwide.

ICBC has completed a number of industry-first applications in financial technology (fintech):

● April 2020 took a lead in China by unveiling a White Paper on Blockchain Technology applications in finance — the first of its kind in the banking sector. The white paper's publication, amid a growing focus on China's blockchain push, could rev up the economy's fintech innovation engine amid the global Covid-19 pandemic, market watchers said. Finance is the most-explored area for blockchain technology-powered application scenarios, according to the white paper.

● Created a "mainframe + open platform" dual-core IT architecture. As China's first bank with its core business processing based on a distributed cloud platform, ICBC has deployed more than 90 per cent of the bank's application systems on the open platform, achieving a historic breakthrough in the IT architecture of large banks.

● Built the first distributed technology platform among large Chinese banks, and completed the distributed transformation of 138 application systems in total, fully supporting the development of key businesses.

● Was the first to realise 5G network connectivity in Chinese banks. It unveiled the industry's first full-featured 5G smart online outlet in Suzhou.

● Blockchain platform is the first in the industry to pass the certification of the Ministry of Industry and Information Technology of China, and the first to be filed with the Cyberspace Administration of China. The ICBC Internet of Things platform has 1 million devices accessed and provides massive Internet of Things data support.

In API (application programming interface) application, ICBC's more than 1000 services and products have been developed into standardised interfaces, which are open to more than 2000 partners. With ICBC financial service cloud, 15 industry applications including treasury, education and scenic spots have been introduced. The number of tenants exceeds 20,000.

ICBC has deployed artificial intelligence applications in all its main banking businesses, such as risk control, customer service, marketing, payments, anti-money laundering, and ICBC physical outlets.

Intelligent risk control

Risk control in the future must be the era of intelligent control, and comprehensively promote the transformation of bank risk management from "human control" and "machine control" to "intelligent control".

ICBC has used data and technology to create more than 2000 risk control models and more than 4000 risk indicators, which formulate a new smart credit risk monitoring system. ICBC has also launched an intelligent global anti-money laundering system, covering 48 countries and regions.

ICBC has created the first voiceprint risk control model. Voiceprint recognition technology was applied in credit card anti-fraud, creating a new model of risk management and control.

Through telephone banking, ICBC handles credit card application, card activation, and due diligence links, and uses voiceprint recognition to provide customer managers with customer identification and fraud risk alerts, which comprehensively improves the level of smart risk control and customer experience.

The first batch of credit card voiceprint anti-fraud scenarios were launched in four provincial branches in June 2020.

Smart marketing

In the field of smart marketing, ICBC has conducted in-depth research on open source and commercial machine learning platforms, and independently built ICBC machine learning platforms based on open source artificial intelligence frameworks and applied them to scenarios such as smart marketing.

Using the AI models, ICBC's wealth management and fund products marketing response rates have been significantly improved, covering more target customers.

There is no need to hand-write receipts, move your fingers, and most banking services can be easily handled by robots. Customers can also handle various businesses through "face swiping" and other methods, without having to carry ID cards and bank cards.

ICBC has realised the integration and service of customer profile information based on its big data service cloud. Personal customer marketing profiling provides big data information services to the entire bank. Monthly usage covers more than 1 million customers, with daily average number of users exceeding 50,000. The customer profiles are displayed through traditional PC terminals, tablets and mobile phone apps, providing a powerful tool for customer managers' marketing work.

Smart customer service

ICBC has established service systems such as OCR (optical character recognition), customer service robots, natural language understanding and completed the pilot application of natural language human-computer interaction technology in the field of intelligent customer service in order to optimise ICBC's customer care capacity.

Robotic services through WeChat, SMS, mobile banking, online banking and other channels have also been launched.

In the first half of the year, the business volume of smart phone voice and smart text services was 250 million, and the average daily business volume was 1.4 million.

When it comes to natural language processing, ICBC conducted in-depth research on semantic analysis related technologies and products, and has applied the research results to scenarios such as mobile banking voice navigation and fund transfer instructions and identification.

Robotic process automation

In 2019, ICBC put into production an enterprise-level robotic process automation (RPA) platform. The application of RPA in ICBC covers more than 120 business scenarios across front-desk, middle-office and back-end support.

Cloud service

ICBC has independently developed and established a distributed big data service cloud platform, taking the lead in the industry to transform the big data system from a traditional architecture to an independent, controllable and distributed architecture, which can provide more reliable and high-quality services for operation and management.

The white paper's publication, amid a growing focus on China's blockchain push, could rev up the economy's fintech innovation engine amid the global Covid-19 pandemic, market watchers said.

Bin Liu

ICBC has deployed artificial intelligence applications in all its main banking businesses, such as risk control, customer service, marketing, payments, anti-money laundering, and ICBC physical outlets.
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Blockchain

ICBC's blockchain research began in 2015. In 2018, ICBC launched its self-developed financial blockchain technology platform — ICBC XI Chain.

At present, ICBC has completed 21 blockchain application scenarios, involving nearly 80 business applications, over 1000 service organisations, and funds exceeding 10 billion yuan (NZ$2.166b).

Blockchain can be used to manage demolition funds, poverty alleviation funds, and charitable donations to realise the circulation and traceability of information flow, approval flow, and fund flow, and ensure the compliant use of funds. It has now been applied to Guizhou Precision Poverty Alleviation Funds and Xiong'an Digital Business scenarios such as urban construction and charity fund monitoring during Covid-19.

ICBC has built the 'China-Europe e-Single Pass' cross-border blockchain platform based on blockchain technology, and collaborated with ports, banks, regulatory agencies, customs and others to create a cross-border trade financial service ecosystem to realise the circulation and traceability of international trade document flow, information flow and fund flows.

5G smart network and robots

In 2019, ICBC's first full-featured 5G smart branch was unveiled in Suzhou. It integrated a series of financial technology methods including AI.

This 5G smart branch is located in Suzhou Industrial Park. There are two banking service robots in the branch providing intelligent financial services to customers such as welcome guidance, business processing, and product marketing.

The low latency of 5G and the core technologies such as AI intelligent algorithms and autonomous motion planning enable the two robots to proactively enquire customer needs and guide related businesses.

There is no need to hand-write receipts, move your fingers, and most banking services can be easily handled by robots.

Customers can also handle various businesses through 'face swiping' and other methods, without having to carry ID cards and bank cards.

Finally, in terms of top-level design, the 'ICBC Financial Technology Development Plan (2019-2023)' was formulated.

ICBC's three strategic moves in the financial technology field include:

First, on May 8 2019, ICBC Technology, a financial technology subsidiary, was established, headquartered in Xiong'an.

Second, on November 4 2019, the Financial Technology Research Institute was established to integrate and enhance the power of scientific and technological innovation, with multiple laboratories such as blockchain and 5G.

The third was the release of ECOS, a smart banking ecosystem, on November 8 2019.

● *Bin Liu is Deputy General Manager of ICBC (New Zealand).*

Greg Davidson: "A virtual environment reduces the barriers, it doesn't matter if the person is next door, on the next floor or in a different city."

Pandemic accelerates digital transformation

Bill Bennett

Datacom group chief executive Greg Davidson says there is potential for New Zealand technology companies to build critical scale by co-operation.

"If you look at the TIN100, (a ranked list of New Zealand's top earning technology firms), few of the organisations listed there compete with each other," says Davidson. "Most of us are focused on growing globally and decreasing New Zealand's trade deficit. Finding ways for companies to co-operate and figuring ways to support them is important."

Datacom navigated the Covid-19 storm in relatively good shape.

"When it became clear quite how extensive the impact would be across all the countries we operate in, it was an intense period of time," says Davidson. "Boards mobilised in an attempt to understand the impact on the companies that they were responsible for. Executive teams had to contemplate some ugly revenue models and consider what steps they'd have to take if revenues took a dive.

"The key for us was getting as much information we could on what our customers were thinking.

"We wanted to know what they were experiencing and the challenges they faced. We were lucky making an early call to go to remote working. That meant we could focus on helping customers who were less prepared for the remote side of things or who had to do a lot more to do to survive lockdown. Some of them weren't ready to trade digitally."

At first the job was handling emergencies to help customers cope. Then it became clear that because Datacom is a service business, it had customers who suffered falling revenues. "We do work for industries, where revenues dropped to a small percentage of what they were before. All you can do is figure out what you can switch off to help them economise and find their way through."

Yet it wasn't all gloomy. Davidson says Datacom has many customers and they cover the full gamut, the customers are diversified. At one end of the spectrum there are airports, at the other end there are companies like Foodstuffs and NZ Post. "Their businesses went through the roof. Their key message to us was that they needed their systems to keep up with demand that was placed on them", he says.

Datacom's Australian call centre business also had a busy year. "We have a big call centre operation over there. Among others, it does work for the Australian Government. As the pandemic took hold, we were asked to put more people on the phones to deal with the large number of enquiries. We knew that some companies had been hard-hit by the lockdowns and had people who could work in our call centres, so we contacted Flight Centre and Qantas and found the people to deal with an explosion in demand."

Davidson says the connection with the Australian business gave him one of the biggest lessons of the pandemic. "We have businesses in both countries, and we felt more connected than we ever had before. One of the things a virtual environment does, is that it reduces the barriers, it doesn't matter if the person is next door, on the next floor or in a different city. That all melts away."

This remote working experience has triggered company-wide discussions on the future of work. "We're asking ourselves what pieces of the new ways of working will we want to keep and what have we lost along the way by working digitally? We're looking at what a hybrid of the two ways of working might look like for a successful company," he says. "We know tech plays an important role in this. We might not have coped without the modern video conference and collaboration tools like Microsoft Teams or Slack and Zoom. The same goes for our broadband infrastructure. If the pandemic happened five years ago, it would have been a very different experience."

Datacom

- Auckland-based Datacom is New Zealand's largest IT services company.
- It has revenues of $1.3 billion and employs more than 6000 people.
- Datacom has a strong presence in Australia and branches in Asia, Europe and the Americas.

Bringing forward digital transformation

The Covid-19 pandemic saw many organisations brought forward their digital transformation plans.

Davidson says those already on the path moved forward two or three years in 2020.

Others who were at an earlier transformation stage became more focused on the importance of their strategies and their ability to keep trading. Here, 'trade' might mean dealing with customers, or government agencies dealing with citizens.

"Most organisations have redoubled their efforts to move forward. A lot of them have cloud strategies," says Davidson. "I hope this new focus will help them get a better understanding of the business benefits they are pursuing through their cloud strategies."

Not all digital transformation is on a grand scale. Many New Zealanders know Datacom through its payroll business. Davidson says it pays about one-sixth of the nation's workforce. During the lockdown many businesses that still run older on-premise payroll systems ran into problems paying staff when they didn't have physical access to their servers. Davidson says Datacom's cloud-based payroll platform saw a huge uptake of new business because customers needed something that would work seamlessly from either their phone or a home computer.

> We're looking at what a hybrid of the two ways of working might look like for a successful company.
>
> Greg Davidson

The payroll business illustrates the power of software-as-a-service, or SaaS, a key strategy for Datacom. The company may be a big cloud player in Australia and New Zealand, but on a worldwide scale it is tiny compared to the likes of Amazon Web Services (AWS). AWS specialises in Infrastructure-as-a-Service, or IaaS. This is a technology that lets companies use their own software and data to build systems in the cloud. IaaS gets a lot of attention. It's what often springs to mind when there is talk of digital transformation strategies.

Datacom has a substantial IaaS business.

It's an essential part of a comprehensive IT services portfolio yet SaaS gives it an entry into important regional markets. For Davidson, SaaS products offerings like Datacom's payroll and local government software, are an area where a local technology industry can thrive.

"For a lot of organisations SaaS-based products are the way to make a really big leap," he says. "Two of the areas we have made the biggest investments in is payroll and local government software. In New Zealand and Australia both of these areas are heavily influenced by the laws of the land.

"We've produced a payroll platform that is compliant and serves the needs of New Zealand and Australia. We have local government systems that are oriented to the needs of New Zealand and Australia. It was a conscious decision; we knew there wouldn't be the same level of global investment in platforms like that.

"And these platforms are sustainable for use to provide in these markets."

Davidson says local government has a huge need for modern platforms and the demand for payroll remains strong. "The question is what are the other areas where local providers can find a sustainable space and are there areas where we can scale?"

2020: A year of challenge. Now it's time to reset, reconnect, rebuild

Thomas Pippos

2020 has changed the course for many businesses and demonstrated their capability to operate and adapt in the context of a global pandemic.

Reflecting on the year, it seems somewhat fortuitous that at the 2019 Deloitte Top 200 Awards we acknowledged that long-term business success is built on the foundational pillars of resilience and adaptive capability.

It has certainly rung true this year and the finalists in the 2020 Deloitte Top 200 Awards have demonstrated outstanding leadership and true depth to get through this most challenging of times. They are also the businesses leading the way in understanding the need to take time to reset, reconnect and rebuild.

Reset

In terms of reset, when Covid-19 hit New Zealand and we headed into lockdown, the first thoughts for many businesses were often around survival and the need to make plans for an immediate uncertain future.

Understandably, the focus on staying afloat and finding an immediate equilibrium has meant some businesses have not taken the time to fully reflect or review where they should be heading in the medium to longer term.

Positively, it is never too late to stop and make this assessment. For many, now is actually an optimal time to consider that reset. Now allows for the benefit of hindsight as with Covid-19 having been active in New Zealand since March, businesses are armed with nine months of insights to support informed decision making for the medium and longer term.

Taking stock of what your organisation has faced, how it has responded and identifying where to next, is still a logical part of the reset heading into 2021 and beyond.

Reconnect

Part of reconnection is with teams. People are fundamental to the success of many businesses, and during the lockdown periods, some businesses went above and beyond in looking after their people.

Businesses living their values, particularly people-focused values, that put their people at the forefront of their planning, generally retained and enhanced the goodwill of their employees and in turn, often saw the reciprocation of greater discretionary effort, even during those tough times.

By contrast, those businesses which focused less on their people generally impaired the collective goodwill of their team; that can take time to win back.

Leveraging the desire among employees to reconnect is a chance to regain their support and trust as well as rebuild the team. As businesses go through the reset process, they can reclarify their course and make it clear to their people — as part of reconnecting with them.

Ultimately, fostering an environment where people feel secure and valued for their contribution will inevitably play a key role in helping organisations achieve optimal levels of discretionary effort looking forward, which will often be key in a business's success.

Relevant also is that the way we connected with one another changed overnight. We moved from physical interaction to solely digital connections, and now a new way of working is in place for many. However, the desire to reconnect in person again is high and in this desire is an opportunity to regain or enhance that discretionary effort.

Rebuild

Building back better as we look to the future will need dynamic thinking applied to business strategies and constant revalidation of an organisation's purpose. It references back to the foundational pillars of resilience and adaptive capability.

Covid-19 presented opportunities for business which may not have come about without it, including the opportunity to differentiate in the market, some finding clear air that showcased a competitive advantage.

Of course, as the market eventually resettles, competitors will inevitably look to catch the frontrunners again, as a steady market tends to see people follow one other, reinforcing the importance of constant innovation and its implementation in any rebuild. The only constant therefore is the need to change, even as markets settle, to constantly "build back better".

> The only constant is the need to change, even as markets settle, to constantly 'build back better'.
>
> Thomas Pippos

Conclusion

2020 has not been smooth sailing. Accepting that while some industries were impacted far more than others, many that had commercial strength and resilience, and understood the need to adapt, managed to navigate the situation far better than they envisaged they would.

The Deloitte Top 200 Awards have for the past 31 years celebrated the success of our largest Kiwi organisations and their leadership. 2020 pays homage to those who have faced up to the challenges of Covid-19 to reset their business, reconnect with their teams and rebuild for the future.

● *Thomas Pippos is chief executive of Deloitte New Zealand.*

Towards a stronger future

Tim McCready

Now in its 31st year, the Deloitte Top 200 Awards are well established as the preeminent platform for showcasing the best of New Zealand business.

They celebrate the depth and range of our business community, featuring the industries and sectors that underpin New Zealand's success.

This year, the awards recognised those businesses that have gone beyond simply responding and recovering to Covid-19, and are taking the opportunity to transform and rebuild for a stronger future.

While the awards traditionally culminate with a black-tie gala dinner with some 1100 attendees, the awards this year were a more muted affair. Around 100 of New Zealand's business leaders attended a lunch yesterday at Deloitte in Auckland. However, the smaller event by no means took away from the achievements and celebration of the finalists and winners.

The 2019 Deloitte Top 200 Awards held at Spark Arena. Photo / Dean Purcell.

In a year that will go down as one of the world's most challenging, **Fisher & Paykel Healthcare** took out the top award. It was recognised as the Company of the Year for its outstanding response to the Covid-19 pandemic, ramping up production quickly to meet external demand and deliver products to the market at a crucial time.

This year, the panel of high-profile judges — convened by NZME Head of Business Content Fran O'Sullivan — said while Fisher & Paykel Healthcare has an advantage in that its non-invasive breathing aids, masks and other hospital hardware products are in hot demand — it is the way it reacted and seized the opportunity to turn opportunity into success that impressed the judges.

"The company's ongoing investment in innovation and the development of leading products underpins its success, and overlaid with a well-regarded and high performing management team, makes it the stand-out winner this year," said the Top 200 judges.

It is also why its chief executive, **Lewis Gradon**, took the award for Chief Executive Officer of the Year.

Gradon has spent his entire career with Fisher & Paykel Healthcare. After graduating, he joined the company as a product engineer in 1983.

Since then he has held engineering roles, overseen development of the company's healthcare range, and has been on the executive management team for more than 20 years.

"In January this year, Gradon created incisive Covid-19 initiatives which turned out to be core treatments for the virus," said the judges. "In the medical world that put Fisher & Paykel Healthcare and NZ on the map."

The only award that is given without finalists — Visionary Leader — went to Animation Research founder **Ian Taylor**.

Established 30 years ago, Animation Research has become one of Australasia's leading computer graphics production companies. It has revolutionised the viewing of golf, cricket, yachting, motor sport and basketball — and soon rugby and rugby league — with its 3D, data-driven graphics over live pictures and has changed the way people watch sport forever. As well as sport, Animation Research's latest innovations include virtual reality videos to take the fear of MRI scanning away from children, and the educational platform Land of Voyagers, which tells the incredible story of Māori migrating across the Pacific Ocean to New Zealand.

Having been a finalist in the category in 2018, **Liz Coutts** was named this year's Chairperson of the Year. She currently chairs Ports of Auckland, Oceania Healthcare, Skellerup Holdings and Ebos Group and is highly respected for her governance style, which she describes as "inclusive, calm and decisive". The judges said these attributes have been clearly demonstrated by Coutts in the way she has dealt with Covid-19 this year across a range of industries to achieve success.

Mainfreight's **Tim Williams** was awarded Chief Financial Officer of the Year. Williams has held the role of CFO for Mainfreight since 1996 and says thinking long-term and being able to see the big picture is critical for the business and to being a successful chief financial officer.

The judges describe Williams as the consummate CFO. "Tim has grown his CFO skills even as Mainfreight has become more complex in its geographic footprint. Tim is respected by his peers in the business, by equity analysts in the market, and by his CEO and board," they said.

Chorus took out the Most Improved Performance award this year. The judges said though the telecommunications network operator had relatively stable revenues and profitability this year compared with previous years, it achieved a 23 per cent increase in fibre connections that offset the continuing decline in copper connections.

"For many years Chorus has been carefully navigating the fibre regulatory regime which is inching towards finalisation. This is a key value driver for Chorus with the company credited with making good progress," they said.

The relative stability and growth in market confidence in the company's performance saw its share price rally an impressive 77 per cent over the past year.

Xero was recognised with the Best Growth Strategy award.

The judges said the cloud-based accounting software firm continues to grow from strength to strength and is one of the leading technology success stories in Australasia with leading market positions in New Zealand, Australia and the UK.

"Its success in this highly competitive industry has been driven by product innovation backed by country-specific sales efforts in its key markets," they said.

"Xero has managed to achieve close to 30 per cent annual sales growth with a steady increase in profitability and high credibility among analysts who cover Xero."

Mercury's Risk Assurance Officer **Lucie Drummond** was awarded the title of Young Executive of the Year.

The judges said they were left in no doubt she is a popular and persuasive leader in her organisation. What stood out to them was that she "could have headed for Greenpeace or some other NGO, but has recognised the business world as the place where she can be most effective and deliver the most positive change — and the place she wants to be."

SkyCity Entertainment Group took out the Diversity and Inclusion Leadership award for its Project Nikau initiative, which commits to employ and develop career pathways for youth, as well as Māori and Pasifika. This is the second time the entertainment company has won this award.

Beca won the Sustainable Business Leadership award, which recognises businesses working toward creation of long-term environmental, social and economic value.

The judges commended Beca for putting sustainability at the centre of its operations, recognising its importance 10 years ago when it wasn't mainstream. It was clear Beca recognised how crucial building resilience to climate change is to its business.

Go online at nzherald.co.nz/business to watch video interviews with top winners in the Deloitte Top 200 Awards.

Journalists led by Head of Premium Business Duncan Bridgeman spoke with these winners at yesterday's Winners and Finalists Luncheon at Deloitte's Auckland offices.

The Deloitte Top 200 Index consists of New Zealand's largest entities ranked by revenue. These include publicly-listed companies, large unlisted entities, NZ subsidiaries and branches of overseas companies and the commercial operations of Māori entities. It also includes producer boards, co-operatives, local authority trading enterprises and state-owned enterprises.

The financial figures for the Top 200 and NZ's Top 30 finance companies have been produced in full toward the back of this report — showing revenue, profitability, efficiency and more. These numbers offer insight into how the biggest companies in New Zealand operate and are accompanied by explanations and insight from the Herald's team of business reporters.

The high-level view of the Top 200 this year shows total revenues increasing by 1.6 per cent. This compares to a 4.0 per cent increase in 2019. Underlying earnings (EBITDA) decreased 7.3 per cent, and total profits after tax also dropped 37.3 per cent year-on-year.

Thirteen companies made their debut on the Top 200 Index this year. Most notable was Microsoft, which entered the Index at the highest rank (95th) with revenue of $462 million.

Year-on-year asset growth for the Top 30 finance companies outpaced last year's figures, up 7.9 per cent, but cumulative profits decreased by 7.5 per cent. ANZ continues to sit comfortably at the top spot with $169 billion in assets, outranking its closest competitor BNZ by $60b. ANZ also outpaces all other banks in terms of profit and equity.

Top 200 judging panel 2020

Fran O'Sullivan ONZM, Judging Panel Convenor

Fran is Head of Business (Content) for NZME and a high-profile business columnist. She has a strong interest in New Zealand's international business success and is a frequent television commentator.
Fran was made an officer of the New Zealand Order of Merit in the New Year's honours list in 2019 for her contribution to business and journalism. She chairs the NZ US Council's Advisory Board and is deputy chairman of the Pacific Economic Cooperation Council (NZ). She has award-winning track record in business journalism.

Jonathan Mason

Jonathan has over 30 years of experience in financial management roles in the oil, chemicals, forest products, and dairy industries with an emphasis on emerging markets. Jonathan was CFO of Fonterra Co-operative, CFO of Cabot Corporation (a Boston based chemical company), and CFO of Carter Holt Harvey.
Jonathan also served in senior financial management positions at US based International Paper from 1990-2000.
Jonathan is currently a director of numerous large organisations and an Adjunct Professor of Management at the University of Auckland.

Neil Pavior-Smith

Neil has 30 years' experience in various roles in New Zealand capital markets. He is Managing Director of Forsyth Barr Limited, a leading NZX sharebroking firm and investment bank. Neil is Chancellor of Victoria University of Wellington, chair of the NZ Regulatory Board and past director of Chartered Accountants Australia New Zealand (CAANZ), director of The New Zealand Initiative and former director of NZX Limited. He is a Fellow of the Institute of Finance Professionals NZ (INFINZ). Neil was an inaugural recipient of a Sir Peter Blake Trust Leadership Award in 2005.

Cathy Quinn ONZM

Cathy is a former senior partner and Chair of MinterEllisonRuddWatts. Cathy was made an officer of the New Zealand Order of Merit in the Queen's Birthday honours list in 2016 for her contribution to the law and women.
Cathy was the Veuve Clicquot Business Woman Award Winner 2010 (New Zealand). Cathy is on the board of many of New Zealand's biggest companies including Fletcher Building, Fonterra, Tourism Holdings, Rangatira and Chairs Fertility Associates. Cathy is also a member of the Auckland University Council.

Ross George

Ross is Managing Director of Direct Capital, a leading private equity fund which has invested in over 75 companies in NZ and Australia over the last 25 years. He has played a key role in establishing NZ's private equity industry, founding Direct Capital in 1994 following a stint as director and shareholder of the BKW Group in Hong Kong.
Ross has been involved in the private equity industry across Asia, Australia and New Zealand since 1987. He is currently a director of a variety of companies including Bayleys, Perpetual Guardian, Beca, Qestral, and Mondiale.

Company of the Year

Fisher & Paykel Healthcare

Innovation and investment reap rewards

Duncan Bridgeman

Fisher & Paykel Healthcare

In a year that will go down in history as one of the world's darkest, one New Zealand company shone light on what can be achieved in the face of adversity.

Fisher & Paykel Healthcare has long been a great company and this year it has shown the world why — responding fast and accurately to the Covid-19 virus so its products could be delivered to the market at a crucial time.

Yes the company has an advantage in that its non-invasive breathing aids, masks and other hospital hardware products are in hot demand — but the way it reacted and seized the opportunity is what turned opportunity into success.

Covid-19 saw demand for its products surge, initially driving a 37 per cent increase in profitability in the 2020 financial year.

Last week the company reported an 86 per cent gain in net profit for the first half of this financial year to $225.5m.

Fisher & Paykel Healthcare's share price soared by as much as 95 per cent over the past year, in doing so becoming the first listed New Zealand company to be worth more than $20 billion. The stock only recently dipped as encouraging signs of vaccine development filtered through the markets.

In short, as Deloitte Top 200 judge Neil Paviour-Smith remarked, F&P Healthcare has had an outstanding year.

"The company's ongoing investment in innovation and development of leading products underpins its success. Overlaid with a well-regarded and high performing management team, it is the stand out winner this year," Paviour-Smith, who is managing director of Forsyth Barr said.

Winning the Company of the Year is just reward for a company whose story began way back in 1934 when Woolf Fisher and Maurice Paykel established Fisher & Paykel Limited to import Crosley refrigerators, Maytag washing machines and Pilot mantle radios.

The company established its medical division in 1977 and listed on the NZX in November 1979 following an IPO that valued the company at just $32 million.

Back then no one would have imagined the medical division would one day be so successful.

In 2001 Fisher & Paykel was spilt into two into two separate entities, F&P Appliances and F&P Healthcare. While the healthcare division went about its business expanding into overseas markets, the appliances division came under pressure as manufacturers grappled with increasing costs of production.

In 2008 at the height of the financial crisis, F&P Appliances made the tough decision to close its Dunedin plant and shift manufacturing offshore. Four years later Chinese whiteware manufacturer Haier bought that business for $927m and it was delisted from the NZX.

But F&P Healthcare forged on, initially with Mike Daniell at the helm and now Lewis Gradon, who came up through the ranks having held various engineering positions within the business overseeing the development of the company's extensive product range.

F&P Healthcare's innovative medical devices now help tens of millions of patients in more than 120 countries. Last year it reinvested approximately $100m of annual revenue into R&D.

The company has two key products used in the fight against Covid.

The first is a humidifier that is attached to ventilators which are connected to lungs via a tube. F&P's system connects the ventilator to that tube and makes sure the gas is at the right temperature and humidity.

The company is the world's largest supplier of those humidifiers.

The second is a new nasal therapy range called Optiflow, a stable, simple and soft headgear apparatus which has come to replace ventilator use in the normal treatment of coronavirus.

This means hospitals can preserve ICU beds and ventilators for patients that really need them.

And, of course, F&P Healthcare is the world's largest supplier of that nasal therapy.

Gradon says the company's biggest achievement in the last six months was the extent to which it ramped up production to meet the extra demand.

Asked in a conference call what business would look like once the pandemic was over, Gradon said: "That is the question.

"In terms of Optiflow and Airvo we had such low growth penetration prior to the pandemic, we don't think that we are anywhere near saturation in that market whatsoever."

F&P Healthcare has historically under promised and over delivered, leading some analysts to predict the company has been conservative in its net profit guidance of $400m to $415m for the full year.

Forsyth Barr analyst Chelsea Leadbetter told the *Herald* last week the company's ability to respond to meet the material spike in demand to help treat Covid-19 patients was "nothing short of extraordinary".

She noted the company's caution in its earnings guide and its list of assumptions.

"The question that a lot of investors and analysts are grappling with is how to forecast the earnings profile beyond the Covid pandemic, and what the new norm will look like," she said.

"Ultimately they don't know. We don't know and I guess we will keep learning as the situation develops globally."

Gradon, meanwhile, hinted at sustained demand for some of the company's other more traditional sleeping aid products.

Since the pandemic started, many sleep clinics around the world had closed, resulting in a reduction in new patient diagnoses.

He said the company's "F&P Evora" and "F&P Vitera" masks for obstructive sleep apnea (OSA) had yet to reach their full potential.

The company's homecare product group, which includes products used in the treatment of OSA and nasal high flow therapy in the home, operating revenue grew 5 per cent to $226.2m.

As opposed to the hospital product group, which includes products used in acute and chronic respiratory care and surgery, operating revenue grew 93 per cent over the first half of the previous financial year to $681m.

"Sales in hardware and consumables continued to track surges in Covid-19 globally, as the virus moved across Europe, North America, South America and South Asia," Gradon said.

One thing is clear: Fisher & Paykel Healthcare is having a heck of a run and its commitment to innovation will likely see it in good stead for the future, no matter what happens with Covid.

Delegat Group

Finalist: Delegat Group

Consistency is the hallmark of Delegat Group, which has earned the crown as New Zealand's number one wine exporter to the world.

Delegat's positioning as a top premium wine company owes much to the vision of its founder and group chairman Jim Delegat and strong execution by management.

The company has grown more than 21-fold since 2002 and last year over 200 million glasses of Delegat's wine were enjoyed by wine lovers around the world.

Delegat's strong single-brand

Company of the Year


Zespri

strategy, exporting wine under the Oyster Bay brand has allowed it to maintain and increase pricing, despite the challenges of wine market conditions.

The company exports wine volumes representing around 95 per cent of group sales.

The company grew its earnings by 25 per cent in the past year, another strong result backed by volume growth and margin improvements," Deloitte Top 200 judge Neil Paviour Smith said.

"Delegat continues to successfully take advantage of its well-established in-market distribution channels and the consumer trend globally towards premium wines.

"This performance resulted in Delegat's share price increasing by 31 per cent over the past year with the company now having delivered a 27 per cent per annum compound return to shareholders over the past 10 years."

Executive chairman Jim Delegat said the record results achieved were a testament to the strength of the group's business model as it continued to invest for growth.

"Our global team has once again shown great resolve and resilience while facing unique challenges," Delegat said in announcing the results in August.

The company performed "very well" through global disruptions caused by the Covid-19 pandemic. Classified an essential business, its viticulture and winemaking teams were able to complete harvest operations and winemaking processes for the 2020 vintage.

It said reduced sales in its hospitality channel from March on were offset by increased sales in retail and particularly in e-commerce channels.

Finalist: Zespri

The world's largest marketer of Kiwifruit had another strong year despite the uncertainty of the coronavirus pandemic.

Zespri's profit for the year ended March was $200 million compared with nearly $180m the year prior, with sales rising 7 per cent to more than $3 billion with its Green and Sungold varieties hitting record levels.

The organisation — 100 per cent owned by current and former growers — now provides fresh fruit to more than 50 countries.

Zespri continues to invest significantly in its global supply chain and in new products, with commercialisation of the Zespri Red variety expected to underpin ongoing success.

The average returns per hectare for the Sun Gold fruit reached a record $162,000 during the year.

"On the back of its refreshed brand identity Zespri looks set to continue providing the world with healthy and fresh fruit year round," judge Neil Paviour-Smith said.

Zespri's chief executive Dan Mathieson said the new financial year had started with a milestone achievement in Shanghai, where the Chinese government had approved Zespri's application for key trademark protection status — the only fruit brand and the only New Zealand brand to be recognised like this.

"It is a strong acknowledgement of Zespri's profile, market share and positive corporate reputation," he told the *Herald* in August.

The past year had been incredibly challenging for the industry and the company, chairman Bruce Cameron said.

"But it's also a year in which we've made decisions that will set us up for future success."

Zespri sold 164.4 million trays of kiwifruit to the world last year. It reported strong market growth globally with sales up 10 per cent or $84m in greater China, up 8 per cent or $52m in Japan, and in Spain sales rose by 5 per cent or just over $14m.

The industry's 27,000 workers in New Zealand had found new ways of working during the Covid-19 pandemic to get the job done, Cameron said.

Chief Executive Officer of the Year

Lewis Gradon – F&P Healthcare

Incisive Covid initiatives

Liam Dann

"It's not a 'command and control' kind of organisation," says Fisher & Paykel Healthcare chief executive Lewis Gradon. "It's not about an individual, it's about being part of a group."

It's something of an understatement to say that Gradon, the winner of the 2020 Deloitte Top 200 Chief Executive of the Year, is not one to seek the spotlight.

In fact, he's at pains to point out that he sees himself as just another member of the team at F&P.

But the company certainly has been in the spotlight this year.

It has seen a big rise in its share price — up more than 60 per cent in the past year — as demand for its respiratory equipment surged.

That has come off the back of a long track record of growth, international expansion of both its markets and supply chains.

New Zealand represents less than one per cent of F&P Healthcare sales now and the company has seen its market capitalisation grow exponentially in the past decade.

That has been achieved with a rare degree of stability at the management level.

Since the healthcare division split from the appliances division in 2001 it has had just two chief executives — Gradon and his predecessor Mike Daniell.

And in contrast to modern corporate trends for turning management teams upside down every five years or so, Gradon was very much an internal appointment.

Like Daniell before him, he has spent his whole career with the company. After completing a Bachelor of Science degree in physics from the University of Auckland, Gradon joined the company as a product engineer in 1983.

Since then he has held various engineering roles and oversaw development of the company's healthcare range.

Prior to taking over as chief executive, he was senior vice-president of products and technology.

Gradon has been on the executive management team for more than 20 years.

People have a miscomprehension about the chief executive role, he says. "I think the CEO role at Fisher & Paykel is like all the other roles in that we think about what is our job, how do we add value and we constantly try and improve that . . . in that regard the CEO role is the same as every other role."

It's not that F&P Healthcare runs a flat management structure, says Gradon, just that it's very open to input from all levels of the organisation. "I think if you were sitting in a room observing, you'd struggle to pick a reporting hierarchy."

In that regard it is an agile operation, he says.

"If we're working on a particular topic or making a particular decision we assemble the people who can best deal with that particular challenge or opportunity. And that might be from anywhere in the organisation.

"My role is to make sure people are free to be creative and innovative."

Talking about his team Gradon couldn't be more enthusiastic.

In fact, when he's asked about what he's been most proud of this year, he goes beyond the employees themselves to recognise the effort and sacrifices their families have had to make.

"This year has been all about Covid. There's been two sides of the Covid coin for us. One is about meeting the demand for those relevant products."

Gradon says even if that had been positive in terms of revenue, it had presented its own challenges and managing a complex supply chain through lockdowns hasn't been easy.

But other parts of the business have had the opposite experience, taking a hit to demand.

"So we are having both experiences within our business. New Zealand is less than one per cent of revenue so it's multi-national in terms of sales and it's multi-national in terms of supply chains.

"Parts come from all over the world so when countries locked down that would temporarily affect our raw materials." he explains. "The amazing thing about the last six months for this company has been the contribution of absolutely everybody . . . every individual and every country . . . the second part that's different is the contribution of our families through all of this.

"We've had people coming to work through lockdowns and that means their family are supporting everything at home. We've had people working from home, working all different hours. Really all these scenarios involve some support, some contribution from their families, so no matter how you look at it, it's their family recognising the importance of what FPH is doing."

But when it comes to personal plaudits, he really is a reluctant recipient. "We recognise the efforts of our teams so we struggle a little bit with the individual recognition," he says.

The Deloitte Top 200 judges were in no doubt, however. "Lewis knows Fisher & Paykel Healthcare inside out," says judge and CEO of Direct Capital Ross George.

"He has potentially been in almost every role in his 37-year tenure there."

Under Gradon's guidance Fisher & Paykel Healthcare became the first New Zealand company to have a market cap of $20 billion, the judges noted. His leadership "provided a real endorsement for promotion of New Zealand educated internal candidates in Aotearoa."

"In January of this year, Gradon created incisive Covid initiatives which turned out to be core treatments for the virus.

"In the medical world that put Fisher & Paykel Healthcare and New Zealand on the map," says George.

Finalist: Greg Lowe, Beca

For Beca chief executive Greg Lowe the key to strong leadership of an organisation is having a strong sense of purpose and direction.

"Then you need to be able to regularly communicate that to people in a way that they can understand and that inspires them to commit to it."

Beca was such a diverse business — in terms of its geographical spread and range of sectors it operated in — that the aim was to set the strategic direction.

"Then it's our people that take us in that direction, in the detailed way that's relevant to their sector," he says. "You've got to be able to understand people and get people to buy into the direction you want to go."

The judges certainly felt that Lowe had that skill.

"He is a true people person with an ability to create consensus," judge Ross George said. "This has been recently recognised with Greg chairing a number of business organisations in their relationships with the Government."

Lowe has been with Beca for 16 years.

The company is one of the largest privately owned professional services consultancies in the Asia-Pacific region, operating in 45 countries each year.

He was previously the Managing Director Australia for Beca, leading

Chief Executive Officer of the Year

Beca's Greg Lowe was praised as a "true people person".

Daniel Mathieson spearheaded Zespri's "rise from the ashes" of Psa.

and building services for the region which included overseeing the delivery of the $4 billion Victorian Desalination project, Beca's largest design commission.

In Australia, he oversaw the delivery of a $4b water project in Melbourne and in NZ, multiple major infrastructure projects in water, electricity, defence, roading and infrastructure and urban planning."

While Covid had presented a big challenge for the company, Lowe says some of the things he's been most proud of this year have been dealing with quite high-profile issues.

These include the damage to the Auckland Harbour Bridge and the work they are doing on the Waikato River project to help with Auckland's water shortage. They were the kind of things where the work really had a big impact on people's lives, he said.

Finalist: Daniel Mathieson, Zespri

Zespri chief executive Daniel Mathieson played a pivotal role in establishing the demand-led strategy that has helped Zespri continue to grow its key markets, attract new consumers, and deliver strong returns to growers and regional economies.

"Our biggest priority within that has been to look after the health and wellbeing of our people around the world," Mathieson says.

The industry has been focused on safely delivering one of its largest crops ever to customers, he says. "We've been fortunate to see very strong demand."

Zespri currently sells into 54 countries with offices in 21 and about 300 international staff.

"It's been fantastic to see our teams support one and other and to be so motivated in spite of the challenges."

Mathieson says Zespri is very appreciative that it was able to operate through lockdowns and is grateful to the communities it operates in.

He is proud of the safety measures that have been put in place and the fact there has not yet been any Covid cases within the industry in New Zealand.

"When it comes to leadership the first thing is to build a great team of people and then to have those people really well aligned on the company's purpose," he says. "I think if you can do those two things, build a great team and have them all aligned on what the organisation is all about and how we can deliver value over the long term, you've got the best chance of succeeding."

Zespri is results-driven, Mathieson says. "So challenging ourselves that no matter how good the results are today, to be better tomorrow."

Judge Ross George says Mathieson has been the key executive in Zespri's rise from the ashes of Psa 10 years ago — "first as global head of sales, and subsequently as chief executive officer since 2017.

"As an Asia expert, with 20 years of experience living in Japan, Korea, and Singapore and a fluent Japanese speaker, Dan has led Zespri's solid growth in China, Japan, Korea, Taiwan and other Asia economies.

"This in turn has resulted in Zespri increasing its sales by over 40 per cent in his three-year tenure as CEO and posting record profits and payouts to Zespri growers and shareholders in each of the last two years."

Russell McVeagh

Building stronger connections

We are proud to introduce our five new partners of 2020: Simon Pilkinton, Caleb Hensman, Michael Taylor, Cath Shirley-Brown and Kirsten Massey.

Our market-leading partners are collaborative across our teams and with our clients. They each bring a focus that enhances our ability to deliver in the areas that matter most.

Caleb Hensman
Property & Construction

Cath Shirley-Brown
Corporate Advisory

Simon Pilkinton
Environment, Planning and Natural Resources

Michael Taylor
Litigation

Kirsten Massey
Litigation

Russell McVeagh

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Chief Financial Officer of the Year

Tim Williams – Mainfreight

The consummate CFO

Tamsyn Parker

Tim Williams says being able to see the big picture and think long-term is the key to being a successful chief financial officer.

It is those skills which have helped him take out the award for Chief Financial Officer of the Year at the 2020 Deloitte Top 200 awards.

Williams has held the role of CFO for Mainfreight since 1996 and says thinking long term is critical for the business.

"We call ourselves a 100-year company. We don't make short term decisions we make them for the long term."

Williams says good communication is also vital. "In a business like ours you have got 260 branches and you have got to be able to communicate with them at all levels . . . not just a few technical people within the team of accountants. I think that is really quite key."

Strong communication has been even more important this year with the challenges associated with Covid-19. "We operate in 26 countries and each experience has been different. You have got the New Zealand experience which is in hindsight is pretty good. We have got European and American offices which are in tougher environments where our team have to work from home a lot more than we currently do.

"Just trying to understand how those different experiences, how we put it all together and see how it is going to operate and work — that is really key."

Williams said it was good to see the systems the company already had in place enabled him to keep a finger on the pulse and make adjustments as and when needed as the country went through the various lockdown levels.

"That has been the biggest challenge this year but it has been an interesting challenge — you wouldn't say you enjoy it, but it is stimulating, is a good way to describe it."

Williams says his biggest success this year has been helping steer the business through the Covid-related challenges.

"It shows we have developed the culture and systems in Mainfreight to not just survive in times of crisis but to actually thrive which is a bit of a cliche I know. But in the past, we have had earthquakes, bushfires, the GFC and now Covid.

"Before Covid I thought I had seen most things. But this was a new one. It was really great to see systems — we do weekly profit reporting so we could really tell how things were trending very quickly in all those branches, in all those countries how things were changing and how we could make decisions with good information."

It was not just the economics of the business and the sustainability but the safety of all the team that came into play. "We have come out the other side looking pretty good."

Williams said the company had managed to increase its dividend as well as paying bonuses to staff and increase base salaries and retain staff.

"All those things have been great from a morale and culture perspective which is really how we operate this business — it's not just to get that short-term profit. It's to make sure we are going to keep getting better and better."

Despite being in the role for some time there was plenty to keep him going. "I really still enjoy it tremendously."

Deloitte Top 200 Judge and independent director Jonathan Mason said Williams had been CFO during a period when shareholder returns of over 20 per cent per year were the best in the New Zealand market.

"Tim has grown his CFO skills even as Mainfreight has become more complex in its geographic footprint. Tim is respected by his peers in the business, by equity analysts in the market, and by his CEO and board."

Mason said Williams was the consummate CFO with a thorough understanding of the financial statements and value-creation drivers, and is the company expert on the economics of capital investments, acquisitions and expansion plans.

Finalist: Kirsty Godfrey-Billy, Xero

Kirsty Godfrey-Billy says being a good chief financial officer is no longer just about having the technical skills, but having the emotional intelligence to connect the business as a whole — and get it humming together.

Godfrey-Billy has only been CFO of Xero for just over two years but already her impact is seen as being significant.

A chartered accountant with 25 years' experience in the finance and technology sectors, she joined Xero four and a half years ago from PwC.

She says the role of CFOs has changed a lot in the last two decades.

"It has moved from being very much a back-office function to being a real driver within the business of commercial outcomes, driving strategy and really helping the business grow and thrive."

Godfrey-Billy said the only way CFOs could do that was by forming strong partnership relationships with the different parts of the business to maximise the value they provide.

"I think that emotional intelligence is incredibly important."

She also believes in bringing her authentic self to the job. "You turn up literally as yourself and you are bringing your best to every situation."

She was approached by Xero founder Rod Drury for a job with the firm after getting know him through the Hi-Tech awards which PwC sponsored.

Godfrey-Billy said networking was particularly important for building a career in a place like New Zealand which is small.

"Never ever burn a bridge — New Zealand is far too small."

When Covid began to hit globally, Godfrey-Billy began coming up with a variety of different revenue scenarios for the business and looking at how it could match its cost base to those scenarios.

"Luckily we had a strong balance sheet going into it."

She said within Xero they were also focused on looking after their customers and ensuring they could access government assistance in whatever region they operated in as well as making sure staff remained safe. "From the finance perspective it was really looking at the business and making sure we were able to drive the business through whatever it was going to turn out to be and make sure we were really ready to fly out the end of it."

Godfrey-Billy said there was a huge opportunity in the market for cloud adoption out the back end of Covid. "If you want an example of why you should be on the cloud — it is pretty hard to beat a global pandemic. So we're making sure we are in the best possible position in the product and technology space to really maximise that opportunity and create demand whenever Covid is finished."

She says her biggest success this year has been Xero's recently released half year results.

"It really shows the resiliency of our global subscriber base and the resilience of the small business economy which is ultimately the lifeblood of all economies around the globe."

Judge Jonathan Mason said even though Godfrey-Billy's tenure had been relatively short at Xero, her impact had been significant.

"Kirsty has been a major contributor within Xero on financial leadership, strategy, and process excellence.

"As a result, Kirsty has helped contribute to making Xero one of technology's big success stories in Australasia, with leading market share in Australia and New Zealand and a rapidly growing position in the UK."

Mason said Godfrey-Billy was respected in the market, with peers and the board in both New Zealand and Australia.

Finalist: Murray Annabell, Delegat Group

Murray Annabell is passionate about being a champion for excellence in his role as chief financial officer.

Annabell has been CFO at Delegat Group since 2012 and plays a critical leadership role in helping fund the global growth trajectory of the business.

He describes himself as very goal-orientated. "I am a very driven guy that loves always to take on a challenge when others put up roadblocks or tell me something is not possible."

Like many others Annabell says this year has been tough because of Covid-19.

"For me, the hardest thing has been the inability to travel and connect with family, friends and colleagues."

His role has previously involved

visiting the company's international offices and frequently interacting and collaborating with teams and advisors in several jurisdictions. "I have a daughter in London that I would see a couple of times a year and the separation is hard, and you realise when you lose your freedom or ease of travel how far away we are here in New Zealand."

Annabell says his biggest success this year has been around personal development.

"It's been a long journey to arrive at a good place of self-acceptance and a confidence and belief that I am OK. For over forty-five years I focused on putting others first.

"I had a strong drive for pleasing others in order to be accepted and was my harshest critic. My perfectionism and drive to be the best meant significant personal sacrifice of both time and family in the pursuit of my career."

From a business sense his biggest success has been the recognition he has received in the last few years receiving two nominations for CFO of the year.

"It is very humbling to be nominated and I am incredibly proud. Delegat Group is without a doubt a New Zealand success story, becoming now the number one New Zealand wine exporter to the world.

"The journey I have had over the last 15 years has seen the company list on the NZX in 2006, significant compound annual sales growth and seeing how powerful brands can be when you get them right.

"It has been hard work but achieving seven successive years of record sales and profits has been extraordinary and the best is still to come."

Judge Jonathan Mason said Murray had been a major contributor on the executive team in Delegat's success both with its record of creating superior shareholder value and leading the NZ wine industry into key export markets including the USA and the UK.

"Murray is highly regarded in the NZ and international investment communities, within the board and executive team.

"Murray and the finance team he leads understands the business thoroughly and has created reports that allow Delegat's to understand profitability trends so that decisions can be made with accurate, up-to-date information."

Chairperson of the Year

Liz Coutts — inclusive and decisive

Liz Coutts is a highly regarded director with over 20 years' experience in governance roles across public and private enterprise.

She currently chairs Ports of Auckland, Oceania Healthcare, Skellerup Holdings and Ebos Group and is highly respected for her governance style, which she describes as "inclusive, calm and decisive".

The Deloitte Top 200 judges say these attributes have been demonstrated by Coutts in the way she has dealt with Covid-19 this year across a range of industries to achieve success, and, it is what distinguished her as 2020 Chairperson of the Year.

"Skellerup has had another year of strong performance, and Ebos Group's total shareholder return over the past decade exceeds 20 per cent per annum," says Deloitte Top 200 judge and independent director Cathy Quinn.

Coutts has been on the board of many of NZ's leading organisations, and her dedication to governance saw her appointed an Officer of the New Zealand Order of Merit in 2016.

She enjoys being involved in industries that have a significant impact on the economy. "Each one of the companies I am involved in plays a key role — whether it be in a market or an industry," she says.

The judges say Coutts is someone who regularly moves from a director role to then chairing the audit and risk committee of an organisation, and then becomes chair. She has held many of her directorships for a long period of time — she joined the Skellerup board in 2002 and appointed chair in 2017, became director of Ebos Group in 2003 and chair in 2019, and joined the board of Ports of Auckland in 2010, becoming the first woman to chair the port in 2015.

Coutts says one of the things that keeps her interested in her roles are the people on the board and in management. "That's what keeps you there — you are interested in the people you're working with and you feel like you have a key role to play to make a difference," she says.

This year, Coutts says the biggest challenge with Covid-19 was dealing with the unexpected on such a global scale. "We all have risk registers that include pandemics, but to actually operationalise something and bring it into effect when it hasn't been done before on such a scale has been difficult because of the unpredictability," she says. "And now we are thinking about what next year is going to look like, how it will affect us, how and when the world's economy will open up and what will the future be like — we try to predict that but it is hard."

Each of the companies Coutts chairs have been affected differently.

Skellerup Holdings provided an early warning about Covid-19 because of its operations in China, Italy and elsewhere around the world.

"We have been at the forefront internationally with this global pandemic, learning what has been happening around the world from international staff," she says. "It has given us huge insight into what is happening globally."

The rubber goods manufacturer was able to mostly continue to operate throughout the worldwide lockdowns because of the critical nature of many of its products. The strength and resilience of its agri-business helped it to achieve net profit on par with last year's result.

Chairing Ports of Auckland is not an easy task and it requires strong and courageous leadership to advocate for it. This was made even more challenging this year when the worldwide surge in consumer demand resulting from the pandemic created challenges for all ports around the world.

Coutts says it has been very difficult to manage, but "regardless of that we just have to keep calm, keep focused and get through this." Despite it being a tough role, she says she relishes the challenge because of the incredibly important role the Ports of Auckland plays in New Zealand's economy.

Aged care provider Oceania Healthcare is another business that has required intense management over the pandemic in order to keep its operations functioning and its residents and staff safe.

"We worked hard with residents to make sure they still had a good experience and could communicate with their family and friends virtually," she says. "We put in a lot of extra support so we could do their shopping for them and keep up their communication."

Communication has been critical for all her companies this year — "People were working at home and they were working alone... it wasn't just physical support but emotional support that people needed."

When asked to name a highlight in her governance roles this year, Coutts says it is the way the companies she chairs have been able to continue with business as usual while operating in a totally different way.

"I have been so impressed with some of our leaders around the world with what they have achieved.

"It's quite amazing when you get something like this global pandemic how well everyone pulls together."

Finalist: John Loughlin

John Loughlin says he enjoys working with businesses that are trying to do things where he senses there is an aspiration for performance and a drive to do things that are special.

Loughlin has had a broad governance career with a focus on the primary sector, infrastructure and logistics.

He currently chairs Powerco, EastPack, Rockit Global, Hop Revolution, Coda Group, as well as the Meat

Industry Association.

"I like an exciting challenge," he says, noting that can come in many different ways. "In some cases, it comes from early stage companies like Rockit and Hop Revolution, but also in the infrastructure area where there are significant challenges in companies that are very mature."

Judge Cathy Quinn says Loughlin is regarded as a wise head in the primary sector who has helped a variety of businesses deal with challenging circumstances and then prosper and is among the reasons he has been chosen as a finalist for Chairperson of the Year. "It's not an easy industry given that Mother Nature can play a huge influence in any year and that global markets, trade barriers and protectionism are matters largely beyond the control of any domestic player or NZ Inc.," she says.

All of Loughlin's companies were classified as essential businesses during the lockdown. He says trading through Covid meant massive uncertainty, new risks, and significantly increased degrees of difficulty.

"EastPack and Rockit had to pick fruit at alert level four while maintaining social distancing," he says. "We had to operate pack houses which have been designed for people to stand shoulder-to-shoulder — that was no longer possible and we had to find new ways to operate as well as navigate a supply chain to market where there was disruption at ports."

He says while the uncertainty was dramatic and the degree of difficulty was massively elevated, these kinds of challenges make life exciting and they provided some of the most satisfying outcomes for the year.

"At Rockit we packed and sold a crop that was 25 per cent bigger at a price that was one per cent higher than last year, and we did that with some channels to market being closed to us," he says. "We had to open new channels, we had to be fast on our feet, and we had to use digital advertising particularly effectively. To achieve our growth targets in a really difficult world was incredibly satisfying."

Finalist: Patrick Strange

Patrick Strange says a chair can only be as good as their board and management, and his nomination as a finalist for Chairperson of the Year is a reflection of the board and management of those companies he chairs.

Strange brings extensive experience in regulated infrastructure to his current chairperson appointments at Auckland International Airport and Chorus. He enjoys these roles because they are both important infrastructure companies for New Zealand.

"We have seen with Chorus the clear benefits of the fibre network during the Covid lockdown, and the airport is the driver of both our business and leisure travel," he says.

The Deloitte Top 200 judges say he is an inclusive chair that brings out the best in his fellow directors and management teams.

"Patrick is seen as a chair that has been effective in building relationships with Government for the organisations he chairs — he is seen as an honest straight shooter in government circles," says judge Cathy Quinn.

Strange says this year has been particularly busy, with both companies facing very different and significant challenges due to Covid-19.

"The airport had a huge loss of income which required the board and management to respond very quickly with cost changes but also with the raising of capital to address the balance sheet," he says.

The judges say the capital raise and the speed at which it was done at a very uncertain time has seen Auckland International Airport well positioned to manage through the uncertainty brought to the business from the impact of Covid-19.

Strange notes that the challenges faced by Chorus were different. While its income wasn't significantly impacted, the rollout of fibre had to stop during the lockdown and its contractors needed to be supported.

He says the highlight for him at Chorus has been the performance of the fibre network under huge load while so many New Zealanders had to work from home during the Covid-19 lockdown. "It was absolutely unconstrained and fault free, which is a great reflection of the build that has gone on," he says.

The judges noted that the Chorus share price has risen by 77 per cent in the past 12 months.

"This performance has been recognised with its win in the Most Improved Company category this year," says Quinn.

— Tim McCready

Sustainable Business Leadership

Beca — building resilience to climate change

Tim McCready

Beca is motivated by its purpose to "make everyday better" and a values-driven culture to deliver transformational solutions with its clients and rise to the challenge of sustainability.

Beca is one of Asia-Pacific's largest independent advisory, design and engineering consultancies. It has over 3300 employees in 21 offices around the world, and has delivered projects in more than 70 countries. It says the most positive impact it can have on the planet is to work with its clients, its people and its communities to help deliver transformational solutions and succeed in a sustainable way.

The Deloitte Top 200 judges commended Beca for putting sustainability at the centre of its operations; even recognising sustainability's importance 10 years ago when it wasn't mainstream. The judges said it is clear that Beca recognises how crucial building resilience to climate change is to its business, and this is one of the key reasons the firm has been chosen as winner of the Sustainable Business Leadership award.

"Sustainability requires both mid-term foresight and a critical assessment of its current practices," says Top 200 judge Ross George who is managing director of Direct Capital. "Beca balances these two elements and has the ability to encourage clients to do so in their projects as well."


Beca

Vector

The award highlights businesses that are working towards the creation of long-term environmental, social and economic value. The judging criteria covers governance, long-term perspective, integration of ESG (Environment, Social, Governance) considerations and projects to support sustainable development.

In Beca's most recent sustainability review, Chair David Carter and CEO Greg Lowe say: "The global challenges facing our world present numerous opportunities for Beca and our clients to mitigate risks, adapt, evolve, innovate, and thereby make everyday better for future generations."

Beca was one of 60 founding signatories to the New Zealand Climate Leaders Coalition that commited to voluntary action on climate change.

The firm set a carbon target, committing to reducing its emissions 32 per cent by 2030 from a 2018 baseline — consistent with the need to keep planetary heating below two degrees. It has adopted an absolute emissions reduction approach, to include those emissions Beca has direct control over, as well as indirect emissions from its full supply chain. This includes building energy efficiency, its global supply chains, the vehicle fleet, business travel and even how its employees get to and from work.

Initiatives introduced by Beca include recommending its staff to use public transport to visit clients, reducing the number of vehicles it has and replacing them with more fuel-efficient models. Its Hamilton office even has a worm farm on site, which converts food scraps from the kitchen to bottled fertiliser.

Beca has made a strategic response to the critical challenges New Zealand's most populous city faces. Beca says it wants to help Auckland grow sustainably, and is working with clients including Auckland Council, Auckland Transport, Watercare, Panuku and NZ Transport Agency to deliver sustainable solutions to the challenges the city faces.

One example is New Zealand's largest wastewater project, the Central Interceptor. It is an integral part of Watercare's long-term wastewater strategy for the region. The 13km tunnel is expected to decrease wastewater overflow by approximately 80 per cent.

Beca says an important focus for the Central Interceptor is maximising opportunities for long-term sustainable outcomes. Its services include the integration of sustainability requirements into all project areas to support the eventual delivery of an 'Excellent' rating under the Infrastructure Sustainability Council of Australia (ISCA) Infrastructure Sustainability Rating Tool. One key requirement of this is to complete a carbon footprint baseline for the project, from which carbon reduction initiatives from the design and construction phases will be measured.

Beca's sustainability team recently put together a think piece on how New Zealand's post-Covid recovery and rebuild opportunities could support decarbonising New Zealand and contribute to a future of sustainable prosperity.

The think piece says, "The scale of investment we are making and the legacy of this for future generations, means it is critical that we take this opportunity to significantly accelerate the decarbonisation of our economy. By taking this approach, our recovery will support a more prosperous, equitable and sustainable society."

It identified eight key transitions that would best enable New Zealand to rapidly shift to a low-emission economy, while simultaneously creating jobs, addressing many of New Zealand's critical challenges and moving to a prosperous, circular and equitable economy. These include transport, electricity, agriculture and forestry and social infrastructure.

The judging panel commended Beca for not only encouraging sustainability and climate change within its own organisation, but for working alongside its clients and communities to continually challenge and improve sustainable outcomes.


Kathmandu

Finalist: Kathmandu

Kathmandu Holdings is a global outdoor, lifestyle and sports company. As a group, it owns outdoor adventure brand Kathmandu, North American hand-made footwear wholesaler Oboz and Rip Curl surfwear.

This year, the group launched its first combined sustainability report. Inside, Kathmandu chair David Kirk and CEO Xavier Simonet say despite the impacts of Covid-19, all three brands have made significant strides in sustainability this year.

"Covid-19 threw many challenges to our brands, but each of them have found ways to learn from these challenges and make the most of the opportunity to rethink the way we operate," they say.

The Top 200 judges commended Kathmandu for boldly making sustainability commitments and note the firm has begun putting actions in place to embed sustainability right throughout the organisation. This is one of the key reasons it was chosen as a finalist for the Sustainable Business Leadership award.

Last year, Kathmandu Holdings' original brand and namesake Kathmandu became the largest Australasian retailer to achieve B Corp certification — the stringent certification process as part of the Certified B Corporations movement.

B Corps implement the Global Reporting Initiative, an independent standards organisation that helps businesses, governments and others understand and communicate their impacts on issues such as climate change, human rights, governance and social wellbeing. Kathmandu will need to re-certify every three years to maintain the status.

In its 2020 Sustainability report, Kathmandu says that being a B Corp comes with a lot of responsibility, but acknowledges that without that responsibility right at the top, it can be easy to overlook.

By 2025 it aims to become a leading Global B Corp and integrate circular economy principles within its business.

Back in 2014 Kathmandu also became the first Australasian company to join the internationally renowned Fair Labor Organisation as part of a commitment to enhance its social compliance programme and use ethical suppliers.

"These accreditations confirm Kathmandu's commitment to balancing human, environmental, transparency, and profit considerations," says judge Ross George.

Across its other brands, other advances from Kathmandu Holdings this year include Oboz launching its first range of footwear containing recycled materials and algae boom insoles and Rip Curl celebrating its 20th anniversary of its planet day.

Inside this year's sustainability report, Kirk and Simonet say that Kathmandu Holding's brands will be able to leverage their strengths to work together for an even greater positive impact.

Finalist: Vector

Vector is New Zealand's largest distributor of electricity and gas.

It owns and operates networks which span the Auckland region.

Vector says its approach to sustainability is to deliver innovative, long-term solutions for its shareholders, customers, partners and suppliers to build shared resilience, reduce its carbon footprint and help regenerate the environment.

It has been taking an active leadership role in how it decarbonises and electrifies transport while maintaining the reliability and affordability of energy.

Energy systems in New Zealand and globally are under pressure to respond to the uptake of new consumer energy technology, electrification of transport, demands for decarbonisation, increased consumption of renewable energy and energy poverty.

The judges say Vector's business is centred in the middle of a digital and technological revolution and that this puts it in a great position to look at a cleaner energy future.

"Vector is not frightened of facing disruption during a time where decarbonisation is accelerating and its customers are increasingly aware of this," says judge Ross George.

While some energy companies are taking a "wait and see" approach, Vector has introduced its "Symphony" strategy to address this disruption and create a new energy future.

Vector says this strategy enables it to drive better environmental, social and economic business outcomes such as energy affordability, decarbonisation and the circular economy, aligned to the UN Sustainable Development Goals.

Vector is an active participant in the Aotearoa Circle, Sustainable Finance Forum, Sustainable Business Council and Climate Leaders' Coalition.

In the past year it has reduced its carbon footprint by 23.6 per cent.

Earlier this year, Vector's renewable energy business Vector PowerSmart worked alongside Watercare to deliver New Zealands's first floating solar array on the Rosedale wastewater treatment pond.

The array was opened in October and features more than 2700 solar panels and 4000 floating pontoons.

It will generate 1486MWh per year — the equivalent of 200 average New Zealand homes and enough electricity to power a quarter of the energy plant — with zero emissions.

The Battery Industry Group (BIG) is another sustainability initiative led by Vector.

Launched last year, BIG is a cross-industry collaboration to design reuse and recycling solutions for large batteries, commonly found in electric vehicles or in stationary energy storage.

BIG now has more than 140 organisations and individuals as members across energy, waste, transport and battery industries.

Best Growth Strategy

Xero — solutions for small businesses

Graham Skellern

Cloud-based accounting software firm Xero, nearing its 15th year of operating, sees itself as a catalyst of change for small businesses as it continues its impressive growth.

Craig Hudson, managing director of Xero New Zealand and Pacific Islands, said the Covid pandemic showed the importance of moving to the cloud to complete daily tasks.

"Over the past six months, we have supported small businesses and encouraged them to adopt technology on trust. Our branding connection and advocacy in the market has been crazy. We have become a coach in the cloud.

"By using analytics and data, we are able to overcome businesses' uncertainty, fear and anxiety and provide insights and security for their future. We can add a portfolio of products to solve their daily tasks," said Hudson.

"If you want to make a loan application, then just push the (Fast Capital) button. Cash flow is the main problem for the small businesses, and we can speed up payments, if they use the Pay Now button. Payments will take 14 days instead of the usual 28 days and this cash can be reinvested back in the business."

Xero, New Zealand born and bred but now listed on the Australian ASX, continues to grow from strength to strength. It recently reported its half-year 2021 result, showing revenue increased 21 per cent to $409.8 million, operating earnings (EBITDA) climbed 86 per cent to $120.8m, and net profit reached a record $34.5m.

Since it moved across the Tasman to the ASX market in February 2018, Xero's share price has soared NZ$100 and is currently trading around A$130 (NZ$137). It is enough for Xero to win the Best Growth category in the Deloitte Top 200 Awards.

Top 200 judge and independent director Jonathan Mason said Xero is one of the leading technology success stories in Australasia with leading market positions in New Zealand, Australia and the UK. "Its success in this highly competitive industry has been driven by product innovation backed by country-specific sales efforts in its key markets.

"Xero has managed to achieve close to 30 per cent annual sales growth with a steady increase in profitability and high credibility among analysts who cover Xero."

Operating with a staff of 3000, Xero has grown its subscribers to 2.45 million, an increase of 19 per cent in the six months ending September, and it spent almost $140m on product development.

In New Zealand, Xero increased subscribers by 13 per cent to 414,000 with revenue of $64m. Australia crossed a milestone with 21 per cent increase to 1.01m subscribers producing $184m revenue, the UK has 638,000 subscribers worth $107m, North America 251,000 and $29m revenue, and the rest of the world 136,000 worth $27m.

The Australian Taxation Office Single Touch Payroll initiative and the roll-out of JobKeeper stimulus payments by the Australian Government contributed to continued strong demand in cloud accounting across the Tasman.

Hudson said New Zealand had a net growth of 22,000 subscribers for the first time since 2017, and Xero has between 55 and 60 per cent of the small business market, for companies with up to 20 staff.

"We are incredibly grateful that 13 years of hard work is paying off and we can concentrate on the problems being encountered by small businesses. We want to encourage the businesses to use a multitude of technology to help their lives.

Craig Hudson

"Xero is racing to get 80 per cent penetration in the New Zealand market and to onboard as many accountants and bookkeepers as we can. We have been talking to some of them for 10 years and they are saying 'I'm ready now'," said Hudson.

Xero now offers an ecosystem of more than 800 third-party apps and 200-plus connections to banks and other financial partners. Small business owners and their advisors have access to real-time financial data anytime, anywhere on any device.

This year Xero was included in the Bloomberg Gender Equality Index and recognised by IDC MarketScape as a leader in its worldwide SaaS and cloud-enabled small business finance and accounting applications.

Finalist: Bunnings

Household hardware retailer Bunnings Warehouse hardly missed a beat during the Covid-19 crisis, rolling out digital initiatives to keep their Do-It-Yourself and trade customers satisfied.

When Covid struck, Bunnings quickly advanced plans and rolled out click and deliver and contactless drive and collect services, as well as a product finder app. For commercial customers, it introduced a digital self-checkout option via mobile. It also has an online marketplace, Bunnings MarketLink.

Jacqui Coombes, director for New Zealand and group human resources, said the team of 4500 has done amazingly well working together over the last few months. The team focus has kept the business going through the Covid crisis.

"We went online in the third week of the first lockdown — it was new to the team and they rose to the challenge. We were categorised as an essential business but could sell only certain products. That was tricky but we did what we could and I'm proud of what we achieved," said Coombes.


Jacqui Coombes

Bunnings, established in Western Australia in 1886 and opening its first warehouse in Melbourne in 1994, has continued to grow in the rapidly changing environment.

For the year ending June, the retailer increased revenue by 13.9 per cent to $14.99 billion, representing total store sales growth of 14.7 per cent, and operating earnings before tax (EBITDA) by another 13.9 per cent to $1.85b. Bunnings has experienced five-year compound annual growth rate in revenue of 8.5 per cent and EBITDA of 10.5 per cent.

Across New Zealand Bunnings has 46 small and large format stores including trade centres, and employs more than 4500 team members. It has closed 10 small format stores in the last 12 months, incurring about $70m costs for those moves and for rolling out the digital programme.

Judge Jonathan Mason said Bunnings has experienced impressive revenue growth over the past 10 years both absolutely and relative to key competitors.

This is through a combination of picking great locations for its stores, developing an extensive selection of inventory for its retail and wholesale customers (it stocks more than 45,000 products), and being highly competitive on prices and costs, backed by strong marketing campaigns through multiple media channels.

"Despite the business disruption due to the Covid lockdown, Bunnings has posted another strong performance in 2020, taking advantage of the increase in home renovations, and making it easier to buy products through the deployment of a click and deliver service and an ecommerce platform," Mason said.


Greg Lowe

Finalist: Beca

Professional services firm Beca, founded by returning serviceman Arthur Gray in 1920, has been celebrating its centenary this year — and it just keeps growing into an international force.

Auckland-based Beca now has 3500 staff, representing 75 different professional disciplines, operating out of offices in eight Asia-Pacific countries, and they deliver projects digitally to another 45 countries around the world.

Beca has just picked up its first global client, building a common software platform for one of the world's largest manufacturing companies at its 270 production plants in 100 countries. The platform manages and co-ordinates the capital investment going into the plants, and Beca provides support from Melbourne and Auckland, as well as a help desk in Singapore.

"There is a big increase in interest globally for delivering products and services digitally," said Beca group chief executive Greg Lowe. "When the lockdown occurred and the computers and screens were being emptied from the offices for home, I was a bit concerned whether our technology and internet providers would hold up.

"We had 3500 people in eight countries working from home. How were they going to work together on design, verification and delivering products to clients? We learned a lot about having resilience and keeping teams connected, and it worked really well," Lowe said

Judge Jonathan Mason said Beca has been a fixture in the New Zealand business community, with the majority of the company owned by employees in the highly-skilled markets of infrastructure and building.

Even as the lockdown disrupted Beca's ability to travel and visit its projects in New Zealand, Australia and Asia, it was able to switch to virtual project engineering and has posted strong growth in sales and profitability for the past two years both absolutely and relative to its key competitors.

Beca, which has recently expanded with full-service offices in Palmerston North, Nelson, Queenstown, Dunedin and Hawke's Bay, has reached annual turnover of $600 million, with 30 per cent of the revenue earned offshore.

"We've pretty much grown 15 per cent year on year since the early 2000s," said Lowe. "Any one year we are completing about 5000 projects for 1100 clients."

He said Beca is seeing growth in professional services for the defence sector in Australia and New Zealand, and also in the health and education sectors here in New Zealand.

"We are also seeing clients taking a more holistic approach and integrating spatial, transport, social and health planning, such as building a whole new city at Drury."

Most Improved Performance

Chorus

Keeping the customers satisfied

Graham Skellern

Telecommunications network operator Chorus, created in 2011 following the demerger from Telecom NZ, has made sterling progress to ensure most New Zealanders benefit from ultrafast broadband (UFB).

Chorus was chosen by the government to build a fibre network for about 830,000 premises, initially for the 24 cities and large towns, and then the second stage for smaller communities. It is already ahead of that schedule, and has won the Most Improved category of the Deloitte Top 200 Awards.

"We have just passed the milestone of having more people connected to fibre than those on copper connections," said Chorus chief executive JB Rousselot. "And 17 per cent of the fibre consumers have gone straight to the best, high-speed plan."

He said the company has focused on customer satisfaction and employee engagement and "we are pleased that we have had some good outcomes. During the Covid lockdown there was a lot of pressure on the network and we did the right thing by keeping people connected – it's something that the industry does well."

By the end of September, Chorus' fibre optics cable passed 947,000 premises, up from 931,000 in the three months between April and May this year. An even more significant statistic when considering a multi-dwelling unit or single office block is counted as one premises.

Operating with a team of 870 staff located in Auckland, Hamilton, Wellington and Christchurch and using contractors, Chorus completed 16,000 new installations in the September quarter, bringing the total to 47,000. The 757,000 connections serviced 1.226 million customers, up from 725,000 and 1.209m in the April-May quarter.

Chorus' goal is to reach 1m connections and service 1.36m customers within two years, and extend UFB to 87 per cent of the population. By then it would have built a network of 54,000km of fibre.

With fibre broadband reaching speeds of 100Mbps or more, it means users can connect multiple devices and have no problem playing, watching, listening, and working at the same time.

In its recent presentation to the UBS Australasia Virtual Investor conference, Chorus said Covid-19 was driving awareness of fibre reliability and capacity as more people worked from home, and it was lifting its connections intensity in the present 2021 financial year. The strongest growth was in Auckland with a 70 per cent uptake in fibre, and Chorus had contracted 25 greenfield properties.

Chorus has provided operating earnings (EBITDA) guidance of $640-$660m for the present financial year compared with actual earnings of $648m for the 2020 year ending June. Gross capital expenditure is expected to be between $630m and $670m after peaking in 2018 and 2019. Revenue for the last year was $959m, down from $970m in the 2019 financial year.

Chorus' share price has climbed from the March 23 low of $5.995 to around $8.24, after reaching a high of $9.22 on September 16. Chorus is one of the top 15 biggest companies on the NZX exchange with a market capitalisation of $3.7 billion.

Deloitte Top 200 judge Neil Paviour-Smith said while the 2020 financial year saw Chorus' revenues and profitability relatively stable compared with prior years, the company achieved a 23 per cent increase in total fibre connections which offset the continuing decline in copper connections.

"For many years Chorus has been carefully navigating the fibre regulatory regime which is inching towards finalisation. This is a key value driver for Chorus with the company credited with making good progress."

The relative stability and growth in market confidence in the company's performance saw its share price rally an impressive 77 per cent over the past year.

Finalist: 2degrees

Telecommunications provider 2degrees has been niggling away at its market for more than a decade with the motto "fighting fair" and has now become a significant player in the country's mobile and broadband services.

The company invested more than $1 billion to complete the rollout of its national mobile and broadband networks, and it has become a full-service provider to not only consumers but also businesses and corporates such as Auckland Airport and government agencies including the Reserve Bank and Ministry of Primary Industries. It provides broadband to nearly 110,000 homes.

Back at the start of 2013, 2degrees didn't feature on the broadband market share, dominated by Spark and Vodafone. By the second quarter of this year, 2degrees had 7 per cent of the market, while Spark had fallen from 48 per cent (in 2013) to 38 per cent and Vodafone from 29 per cent to 24 per cent. 2 degrees had also grabbed 8 per cent of the fibre market share, with Spark at 35 per cent, Vodafone 18 per cent and Vocus 15 per cent.

Mark Aue, chief executive of 2degrees, said "the company has made a significant impact on the industry; it's been almost unrecognisable as we've moved away from the duopoly of Telecom (now Spark) and Vodafone over the past 11 years.

> We have just passed the milestone of having more people connected to fibre than those on copper connections.
>
> JB Rousselot (Chorus)

"We've gone above and beyond expansion and become a company of substantial size. We are the only top tier telco with a 100 per cent Kiwi-based call centre and we have had a genuine focus on customer care and experience – and providing value in product innovation and pricing.

Mark Aue

"During the Covid crisis, we removed broadband caps and waived late payment fees. We work with anybody and would not disconnect them, even now, if they are suffering from economic hardship."

Aue said customers continue to appreciate simplicity. "We spent last year celebrating our 10th anniversary by refreshing our brand to highlight the breadth of our offering." The company now has 1100 staff and 350 working in the call centre.

The industry challenger, 2degrees, was recently recognised by Campaign Asia as New Zealand's top telco brand and was the only telco in the Colmar Brunton Top 20 reputation index.

For the past year ending December 31, 2 degrees increased profit from $19.6m to $28.6m and operating earnings (EBITDA) grew 12 per cent to $147.5m, from $131m.

The company, which launches 5G at the end of next year, has arranged a sharing agreement where it uses its own spectrum via partner infrastructure to serve pockets of New Zealand not covered by its national mobile network.

The agreement has seen an increase in mobile traffic as customers enjoy the benefits of improved services in less populated areas and on regional roads. The 2degrees national mobile network reaches 98.5 per cent of the population.

Judge Neil Paviour-Smith said 2degrees delivered its strongest ever result in the past year, delivering 11 per cent growth in mobile and 32 per cent increase in fixed broadband subscribers, and driving a 46 per cent uplift in profitability. In a highly competitive market, New Zealand's third mobile network provider has grown its customer share with a focus on higher value, post-pay connections and expanding opportunities to bundle its products with home broadband, he said.

Finalist: AsureQuality

Over the past two years, state- owned enterprise AsureQuality has implemented a renewal strategy to get its fundamental business well balanced – and now it is ready to go into growth mode.

"We took a hard look and saw we didn't have a sustainable business," said AsureQuality interim chief executive, Jeremy Hood. "We saw a number of areas including financial ratios where our competitors were doing better than us. We had to understand our costs of doing business, reduce them in some areas, and get our profit in line with revenue."

Jeremy Hood

AsureQuality, which plays an integral role in maintaining the country's important food supply, reduced its international exposure by forming a joint venture with French certification company, Bureau Veritas.

They now jointly run food testing laboratories in Australia, Singapore, Vietnam, Indonesia, Malaysia and Thailand.

"We are doing pretty good now financially – similar to what it was last year which was a record," said Hood. "We were an essential service during the Covid lockdown and our team of 1800 kept working."

Formed in 2007 from the merger of Asure New Zealand and AgriQuality, Asure Quality provides inspection, certification and food testing and other specialist services. The business can be traced back to 1875 when sheep inspectors were employed by the Crown Lands Department.

Asure Quality's 4000 customers range from producers, processors, wholesalers, retailers and regulators along the food supply and represent industries such as dairy, meat, poultry, seafood, horticulture and wine. It also provides services to forestry, live animal export and biosecurity.

With an eye on the whole food supply chain, AsureQuality's services include audit, farm assurance, training, assurance mark traceability, diagnostics, and laboratory testing, as well as inspection and certification.

In the 2020 financial year ending June, AsureQuality's revenue increased slightly to $255.9m from $254.02m, and its operating expenses were similar at $220.2m. Its gross profit fell from $33.03m to $27.02m, and net profit decreased from $25.9m to $19.95m.

Judge Neil Paviour-Smith said the growing importance of food safety, testing and inspection services had seen AsureQuality deliver record revenues and record operating profitability in the past year.

Revenue was favourably impacted by high demand for live animal exports, continuation of the M Mycoplasma. bovis response programme and implementation of nationwide tuberculosis testing services.

These services and record results were delivered notwithstanding the challenges from Covid-19 which caused variable demand from customers for food testing and additional costs in operating procedures, said Paviour-Smith.

Young Executive of the Year

Lucie Drummond – Mercury NZ

Popular and persuasive leader

Natalia Rimell

Mercury NZ's Risk Assurance Officer Lucie Drummond is the 2020 Young Executive of the Year in the 2020 Deloitte Top 200 Awards.

Drummond joined Mercury more than four years ago, initially as governance and sustainability manager before being promoted to risk assurance officer six months later.

She drove the delivery of the renewable energy company's first integrated business plan. This began in 2015, when she reviewed what investors were seeking, delving into the reasons capital providers were looking for a focus on long-term sustainability and discovering Mercury could increase its value by evolving "more explicit integrated thinking".

She worked with a range of internal stakeholders to identify key drivers of value creation and in 2019 took the next step by devising a plan that aligned Mercury's operational activity with its strategic intent.

The Young Executive of the Year judges were left in no doubt that Drummond is a popular and persuasive leader in her organisation and felt strongly that she has "a rare combination of passion and technical capability that made her stand out as this year's Young Executive of the Year".

The judges said what stood out to them about Drummond was that she "could have headed for Greenpeace or some other NGO, but has recognised the business world as the place where she can be most effective and deliver the most positive change — and the place she wants to be".

Drummond has a biology degree with a specialisation in environmental science as well as a law degree. She worked for two years as a resource management lawyer then moved to the UK where she worked in an environmental law team focusing on climate change and large energy projects.

At Mercury, she worked closely with the group financial controller and the sustainability manager. This resulted in changes to Mercury's 2030 goals, as evidenced in their 2020 Annual Report with two pages covering their Integrated Reporting framework focusing on five pillars: customer and partnerships (social & relationship); kaitiakitanga (natural, manufactured); people (human, intellectual) and; commercial (financial).

In July, Drummond was handpicked by chief executive Vince Hawksworth to lead the a team developing an initiative — "Thrive" — which is a review of the business' operational excellence, to strengthen the company's existing positive impacts as well as applying a critical lens in order to improve and align company resources with its aspirations.

"Lucie is able to achieve clarity by listening with empathy and demonstrating curiosity in her questions," said Hawksworth. "She has a laser-like focus on the goal, the ability to keep the horizon in focus and at the same time ensure the team has the momentum to overcome organisational resistance.

"Lucie is able to understand the detail and wrestle with the ambiguity without leaping to conclusions — she is the epitome of leaders of the future."

Drummond said she gained valuable insight into team management back in 2014 when she ran her first large project — Mercury's Retail Transformation. She said she learned early that "even if you aren't a line manager, you need to dedicate significant time to having really open conversations and being visible and available to the team".

Massively challenging experiences . . . I've found that those are the times when I've learned the most.
Lucie Drummond

Judge and independent director Rob Campbell said, "Drummond's views are deeply held and deeply thought through. She is about business as it will be in the future. We liked her collaborative approach to business issues and finding holistic solutions".

Asked to name her biggest achievement to date, Drummond says she is always pushing to work outside of her comfort zone.

"Taking on things outside my areas of expertise, working on things like retail transformation programmes. They've been massively challenging experiences. But I've found that those are the times when I've learned the most."

Her goals include building on her existing strengths to provide value in how the company achieves its outcomes through the way she leads, learning more about the Māori world view and establishing relationships with Mercury's iwi partners, as well as identifying opportunities that can aid her scaling the company's contribution to New Zealand's long-term sustainability.

"I'd really love to expand my work around the future of energy to be a broader strategic portfolio as well."

Drummond said she felt inspired to submit an application for the award in response to Mercury's support of its employees offering everyone the opportunity to do their best work and bring their "whole self to work". She hoped it would inspire other young women and those working in the sustainability and risk areas.

"The fact that I'm on the executive team of one of the largest companies in New Zealand, is quite remarkable," she says.

"I'm hoping that I can inspire some other people who work in this field to continue to work in this field, because your voice can be heard."

Rob Campbell, Joan Withers and Liam Dann judged the Young Executive of the Year award.
Due to her connection with Mercury and potential for perceived conflict, Withers stood down from the final decision.

Finalist: Craig Ward, Kiwi Wealth

Kiwi Wealth Chief Technology Officer Craig Ward left school at 16 and went straight into an IT apprenticeship as the Dot-com era was taking off.

He moved to New Zealand a decade ago from the UK, doing a short stint at the TAB before moving to Gareth Morgan Investments — later Kiwi Wealth — working his way up to become CTO eight months ago reporting directly to CEO Ian Burns.

His career history has been "kind of hands on technology, engineering, infrastructure, a bit of development, so kind of "on the tools", says Ward, who leads a team of 40 and is a "firm believer in hiring people smarter than you".

The Young Executive of the Year judges were impressed by Ward's "strong executive leadership and success in his field".

They praised him as "a fascinating example of someone with a specialist skillset who has worked hard to expand their capacity for leadership.

"He has clearly succeeded and plays a key role within Kiwi Wealth, having successfully moved from operating in an acting capacity to a permanent appointment in the CTO role."

Ward set out to understand the current state of the company's technology in order to create an appropriate strategy for its future including a "technology roadmap" to deliver the growth and retention the business needs to prosper.

The disruption of Covid-19 sparked a rapid change in the company's tech innovation. A cloud-based telephony call centre was implemented in just two weeks, enabling the call centre staff to be able to work from home during the lockdowns.

Ward is proud of his team's achievements: "Putting faith in people's capabilities and balancing the line between giving them the freedom to grow and make mistakes whilst also supporting and mentoring them where necessary."

Kiwi Wealth is a New Zealand-based wealth and investment company owned by Kiwibank. It is in the top 8 Kiwi Saver providers and employs 200 people with 250,000 customers and over $8 billion funds under management.

Ward has gathered a team of data analysts and scientists to clean up data and provide real business intelligence and insights to customer and product teams.

Results include being the first KiwiSaver provider to be granted a robo advice exemption from the FMA. An award-winning tool "Future You" allows realistic predictions for retirement income based on KiwiSaver contributions, fund type, Government contributions, partner details as well as taking into account property and other assets.

Finalist: Matthew Ross, Infratil

Matthew Ross's work on one of New Zealand's biggest business deals — Infratil's $3.4 billion acquisition of Vodafone NZ — marked him out as a contender in this year's awards.

Ross is Infratil's Group Financial Controller and a finalist in the 2020 Deloitte Top 200 Awards' Young Executive of the Year category.

He was heavily involved in the acquisition — which was done via a consortium with Brookfield Asset Management — including making due diligence on aspects of the equity raise as well as overseeing several post-completion workstreams.

The deal involved a $700 million raise in new equity and over $1b in new debt.

The judges said "Matthew can already claim some remarkable career highlights and his involvement in Infratil's acquisition of Vodafone was notable.

"He demonstrated a high degree of responsibility and capability within a company that is regularly in the thick of some of NZ's biggest business deals."

Infratil is a listed infrastructure investment company managed by H.R.L. Morrison & Co. Ross has been Infratil's financial controller for more than four years and also supports its Institutional Investor programme.

Two of his goals over the past 18 months were to enhance Infratil's Risk and ESG frameworks and support the acquisition and integration of Vodafone New Zealand, which was completed in May 2019 and was the largest corporate transaction in the last decade in New Zealand.

Ross has made a number of positive enhancements to the company's Risk and ESG framework, including liquidity and funding analysis and enhanced reporting relating to portfolio composition. It is now in use assessing all investment and divestment decisions and has provided clarity in complex decision-making

processes. A key part of his role is to keep his teams resilient in times of high pressure — a good example being during the Vodafone transition where the company was also progressing the NZ Bus, Snapper and Perth Energy sales processes as well as working to complete the FY2019 Financial Statements and Annual Report.

Ross is clearly passionate about Infratil.

"It's a privilege to have what I think is the best job in New Zealand and on that basis I'm excited about moving through our organisation". He has high ambitions including one day becoming CFO.

"He appears to be on a path to higher executive positions and he has been given increased responsibility within his existing role," said the judges. "His passion for Infratil and the people he works with was impressive."

Diversity and Inclusion Leadership

SkyCity Entertainment

Claire Walker
SkyCity Entertainment

Project Nikau — changing lives

Natalia Rimell

SkyCity Entertainment Group's Project Nikau initiative has taken out the Deloitte Top 200 Diversity and Inclusion Leadership award for 2020.

Project Nikau is an initiative to employ and develop career pathways for youth (15- to 24-year olds) with a focus on Māori and Pasifika.

Te Roopu Māori o SkyCity, a Māori resource group, sits alongside and supports the Project Nikau initiative.

This is the second year that the entertainment company has snagged the award. In 2018, SkyCity earned top spot for Tahuna te Ahi.

Former CEO Graeme Stephens and Chief People and Culture Office Claire Walker decided to target Māori and Pasifika youth employment to help deliver on the company's character and culture goals.

A SkyCity team discovered that 13.6 per cent of young people aged between 15-24 were not in education, employment or training in 2018; the year the programme was conceived. Of these 29,400 people, 35 per cent were Māori and Pasifika.

The team's objective was to employ 30 young people in sustainable full-time roles giving them an employment opportunity where previously they had experienced exclusion or difficulties in getting a job. The overall goal was to create a proven Community and Corporate Pathways Model which can be scaled and replicated.

SkyCity engaged with over 30 external organisations, assessed available internal support, employed a youth mentor and worked with the Ministry of Social Development to source suitable participants.

The Diversity and Inclusion judges said "SkyCity has recognised the importance of partnerships and have tested and iterated their programmes, demonstrating good innovation."

The team worked on getting managers and employees within SkyCity's 2860-strong workforce to understand the need for engagement with youth employment.

A toolkit — "Ngā Kete e Toru" (Three Baskets of Knowledge) — was used to aid understanding on how to best support disadvantaged youth in the workplace. The first 15 participants were enrolled in June 2019. A further 15 followed in September, with 20 more enrolled in February 2020 bringing the total to 50 and exceeding the initial target of 30 participants.

The participants go through a personalised training and upskilling programme for the initial 6 months of their employment. Each participant receives a dedicated support person, mentoring and pastoral care as well as cultural support.

Since its launch, the Auckland-based programme has been evaluated twice.

One external evaluator said, "It is clear that the team driving the project has taken the notion of 'village' to heart, and the practice of whanaungatanga was prevalent through all levels of the programme."

The SkyCity team are pleased with the results to date, especially when taking into account the difficulties that Covid-19 has brought to the business community.

Some 66 per cent of participants remain employed with 32 per cent of these employed for 12 or more months, 36 per cent were employed for 7 to 11 months and 48 per cent for 6 months. This is a 20 per cent higher retention rate than that of the company's general employee retention rate.

The D&I judges were impressed with the scalability of the programme as well as the lasting effects this will give to those enrolled under the initiative, even in the event they do not continue with the programme: "The strategy to change and modify will change the lives of the youth they have in their cohorts," the judges said.

SkyCity's Claire Walker explains, "Covid has impacted everyone but for some the implications are far greater. The analogy that, due to Covid everyone has taken a step down a rung on the ladder, is a good one.

"For those already on the bottom of the ladder, the consequences are far greater; this being the group who were most disadvantaged pre-Covid."

Walker says while it's tempting in these challenging times to reduce investment in community, environment and people-related initiatives that bolster social license, social license is more critical than ever.

At the beginning of 2020, SkyCity's team of 5000 employees was made up of 58 per cent under 36 years old. The eldest employee was 83; 56 different languages were spoken, 6 per cent identified as being part of the LGBTQI+ community, and the workforce was evenly split male and female. The top three ethnicities were Chinese, New Zealand and Indian in that order.

"Overnight, our business shrank by 25 per cent and, consequently we reduced our workforce by 900 team members," said Walker.

The management team modelled the impact on gender balance and minority groups of the different ways to approach the selection criteria for redundancy such as 'last in, first out', or skills-based selection.

"Of real concern was the impact of using 'last in, first out' on Project Nikau, our youth employment programme which had seen 50, predominantly Maori, young people from disadvantaged backgrounds join SkyCity in what was for many their first experience of employment.

"Ultimately, by offering voluntary redundancies to other employees who wanted to leave, we were able to offer redeployment options to all these vulnerable young employees."

Finalist: Synlait Milk

Synlait Milk is a finalist in the 2020 Deloitte Top 200 D&I Leadership award for their Mātua and Tāwariwari (Parental and Flexible Working) Policy.

Synlait Milk's company mission is "doing milk differently for a healthier world". This prompted Synlait director Ruth Richardson and CEO Leon Clement to ask how the company could deliver the mission without more female representation within its leadership.

Synlait Milk has over 1000 employees throughout New Zealand. In early 2019, 34 per cent of senior leaders were women. There was a 16 per cent pay gap with male colleagues. The goal is to close this gap to five per cent or less by 2023.

Synlait discovered parents who went on parental leave, wanted to stay informed; to be able to attend special events; assured their income wouldn't drop to the statutory rate; wanted more flexible working arrangements, and also to not have to worry the cost of childcare would prevent their return to work.

The new policy was announced to employees at an all-staff meeting.

Synlait has committed to:

- top up the primary caregiver's government-paid parental leave to full salary for 26 weeks;
- give partners two weeks of paid leave (on top of annual leave); and
- continue KiwiSaver contributions, ensure annual leave accrual (holding the monetary value prior to taking leave) and annual pay reviews for employees who are on leave.

They will also help those on parental leave to stay connected if they wish to, aid the transition back to work with their Tāwariwari (Flexible) Working Policy, and pay up to $154 per week per child for childcare if the primary caregiver returns to work for at least 20 hours a week, up until the child turns three (when the government subsidy kicks in).

So far, Synlait has paid out over $290,000 in parental leave top-ups, $117,000 on partners' leave and a further $65,000 on childcare.

The category judges were impressed by how far the policy surpassed government requirements.

"The initiative goes well beyond statutory requirements — including topping up paid parental leave, providing partners with paid leave, and continuing KiwiSaver contributions and annual leave accrual."

They also say the benefits of the policy to the company include staff retention, employee loyalty, connectedness and a culture of fairness and kotahitanga (unity).

Company HR Manager Trish Telfer said of the policy: "Research shows that women's career progression is often impacted by taking time off to raise children. This is one way we're trying to mitigate that."

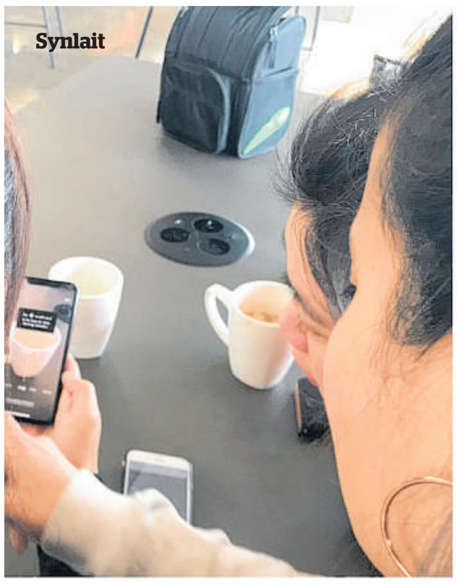
On being a finalist she said: "We're thrilled to be a finalist in the Deloitte Top 200 Diversity and Inclusion category.

Synlait is committed to ensuring an inclusive workplace and our Mātua policy is aimed at helping parents, particularly mothers, return to the workforce and ease the financial burden of childcare.

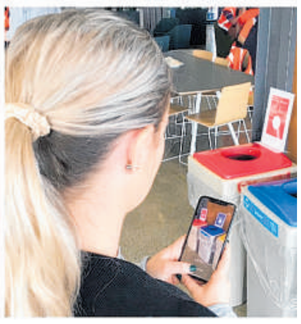
"We thought we had something special; being a finalist confirmed that we did."

They have seen a 100 per cent return to work since launching the policy and have seen an increase of the number of women in leadership roles rise by 38 per cent which they say is a direct result of attracting more

Diversity and Inclusion Leadership



Synlait



Kathmandu

women thanks to the policy. They have also closed the gender pay gap from 16 to 13 per cent, which the judges praised.

One of the company's "new mum" employees, who utilised the policy, said: "I used to think having a child could be career-limiting — not at Synlait."

Finalist: Kathmandu

Kathmandu's Rainbow Inclusion initiative has seen it chosen as a finalist in the Deloitte Top 200 Diversity and Inclusion award.

The global outdoor lifestyle brand specialising in clothing and equipment has a strong foundation built on sustainability. Its core values lie strongly in its "diverse team of different backgrounds, experience, and identities".

The Rainbow initiative was born of a company-wide understanding that team members and customers represent many different sexual and gender identities in the LGBTQI+ community.

Kathmandu saw this as an opportunity to differentiate themselves by being inclusive, raising awareness and recognising the contribution of the rainbow community.

They set out a three-year plan to make themselves the "Next Level Inclusive Employer", aiming to establish both a rainbow employee network and Rainbow Tick accreditation — a certification that 'is about accepting and valuing people in the workplace, embracing the diversity of sexual and gender identities', which they achieved in March 2020.

Kathmandu showed that they were fully successful in the certifications' five areas: strategy and policy, employee engagement and organisational support, external engagement, organisational development, and monitoring.

The initiative is led by Learning and Development Manager Kelly Hopkins. Kelly's starting point was to form a "Kampers" team including as many identities as possible and seeking out employees with varied diversity including sexuality and gender identities.

The scheme was broadened to the rest of the company's 2000 team members located in Australia, the US and the UK. More than 12 per cent of the global workforce that have become Rainbow Kampers.

A November 2019, survey revealed 17.4 per cent of respondents identified as belonging to the LGBTQI + community, with identities ranging from gay/lesbian, pansexual, gender fluid, transgender to sapiosexuality.

The same survey also showed that 87 per cent of Kathmandu's global workforce "do not feel the need to hide, mask or downplay any aspect of their physical, cultural, spiritual or emotional self at work" and 93 per cent feel trusted and respected.

With the help of the then team's only transgender employee, Alannah, the Kampers created a logo for the initiative that incorporates both the Rainbow and Trans Pride flag colours as well as a video entitled "This is Me" which includes a diverse array of people from within the company, including Alannah. Posted on the company's Facebook page inspiring positive comments including one customer that said: "What a great post no wonder I love this store you are such a positive example for your diversity and ethical perspective. Thank you".

Hopkins is proud of this: "We can see from the reactions of our team members and customers how much our initiatives mean to them personally.

When a team member feels safe to bring their whole selves to work and various stresses associated with that are removed, they can focus on their work, and contribute more to the business. There is a shared sense of pride in Kathmandu and we see teams working together more effectively and producing greater innovation."

Since they initiative began they have created a 'transitioning at work' policy as well as supporting two team members in their transition journey and sponsored LGBTQI+ community events outside of the organisation including the Christchurch Pride Stonewall 50th Anniversary Gala Dinner.

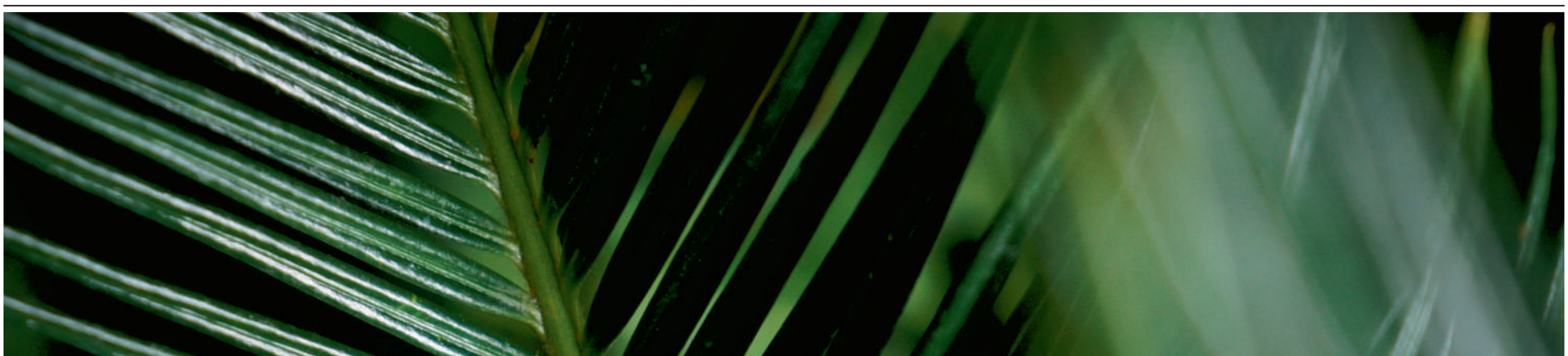
They have also looked to engage the Rainbow community outside of the brand, partnering with Rainbow organisations Qtopia in New Zealand and Minus 18 in Australia and have worked with companies Health Quality & Safety Commission and Vodafone Rainbow Whanau in Christchurch sharing ideas and creating plans for potential future collaborations.

The judging panel said, "Kathmandu is working hard to build rainbow community inclusion and celebration. It has demonstrated great enthusiasm and energy...

"There has been great buy-in and engagement and the programme has been supported by senior leaders within the company, which has resulted in a clear culture shift.

"This is a ground-breaking programme in the Rainbow community."

Going forward, the company looks to spread further awareness across its other brands Oboz and Rip Curl in order to bring their group portfolios in line.



At SkyCity it's our people who are shaping our future and we're innovating to build sustainable employment opportunities for all.

Our diverse workforce challenge legacy thinking with new ways of working, new technologies and new ways of providing outstanding service to our guests every day.

Project Nikau is one of our innovative people and culture programmes supporting and empowering young people to create opportunities to start a career with SkyCity.

Our teams focus on our values of Own It, Share It and Live It – they make their mark, they make a difference and they make magic moments happen.

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Visionary Leader

Ian Taylor

Bringing a world-class team together

Graham Skellern

Founder Ian Taylor was determined that Animation Research Ltd would stay put in Dunedin because that's where he wants to live. From the deep south of New Zealand, his innovative company has taken on the world and changed the way people watch sport on television and other viewing platforms forever.

Animation Research's talented team of 35 has livened up, even revolutionised, the viewing of golf, cricket, yachting, motor sport and baseball — and soon rugby and rugby league — with its 3D, data-driven graphics over live pictures from the Virtual Eye sports division.

There's the famous wagon wheel which shows where the batsman's runs came from in his century; there's the lines of the ball to show whether the cricket umpire made the right lbw (leg before wicket) decision; there's the tracking graphics to show how far the professional golfers drive the ball or how good that putt was on the European and United States PGA tours; and there's the data on driving lines, acceleration, braking, gear shifts and driver G-forces in motor racing.

Animation Research made America's Cup sailing exciting. As well as other animations, the firm relays a configuration of the courses and lines through them to show who is actually leading, and how far to the finish line.

The Dunedin animators are presently busy completing simulations of Team New Zealand's recently launched second generation AC75 boat named Te Rehutai.

"Our team is taking the live feed and putting the data and graphics over the pictures and sending them back to the golf course and out to the world within half a second. That's amazing," said Taylor, who founded Taylormade Productions in 1989 and Animation Research a year later.

> The thought leadership is all over the place. We have innovation in our DNA.
>
> Ian Taylor

"What we are doing is explaining to people who are sitting at home how good these players and sailors are. That's why they are the couch potatoes and are not out there participating. We saw an opportunity to make television coverage better.

"With the graphics, we can display the players' phenomenal skills and achieve a greater understanding of the game for viewers. For instance, we can show the line a putt took on the green and get the reaction: 'Holy shit, he did that'," Taylor said.

"The World Wide Web is the electronic highway that allows us to do what we do and to go out into the world from Dunedin," said Taylor.

Animation Research has become one of Australasia's leading computer graphics production companies — amongst other projects are Formula One racing car and air traffic control simulators, and the latest, virtual reality videos for taking the fear of MRI Scanning away from children, and the educational platform the Land of Voyagers on thevoyager.co.nz

Land of Voyagers, to be gifted to primary and intermediate schools, tells the incredible story of Māori migrating across the Pacific Ocean — the largest body of open water on the planet — to NZ. Taylor said: "We weren't told the story at school. They didn't have any technology, but they had innovation and vision — they understood the ocean stars, they were celestial navigators."

Taylor, born in Kaeo in Northland and brought up in the East Coast Raupunga community of Ngāti Kahungunu and Ngapuhi descent, was genuinely surprised at being named the Visionary Leader in the Deloitte Top 200 Awards. But he's very proud of what his team has achieved. He said: "The idea of a

Visionary Leader

singular leader doesn't make sense. I can see all the people who have joined me in the footsteps. Without those footsteps, we wouldn't be where we are now.

"Thirty years ago we sent Paul Sharp and Stu Smith to the United States to write the original codes for the America's Cup on a half a million dollar machine — there was no computer big enough to do the job in New Zealand.

"They are still working in the business, and now you can do the job on an iPhone. The whole company is built on software developed by the amazing professor Geoff Wyvill and his students in the Otago University computer graphics laboratory. Geoff produced the first ray tracing software package in the world.

"I was just a singer in a rock and roll band. How would I know and think about something like digital data and turning it into pictures that people understand? I've had the privilege of being the storyteller. The team wrote the story and I get to tell it."

And tell it, he does. "My vision was finding a place to live in, Dunedin, and creating jobs that are really cool so they will stay forever.

"When you make the decision to run a business, it's really important to find other people who share your vision. It also helps that they are a lot cleverer than you. If I failed, then I would be making fish and chips. We have two guys who started here and their children are now working part-time while they attend university.

Taylor, who has another saying — "bugger the boxing, pour the concrete anyway" — was the ideas man and he would confront his team with suggestions such as walking the golfing fairways as if you were there; how do we use flash technology to track the ball in cricket or who is in front in the America's Cup; or Airways New Zealand is looking for someone to build a new air traffic control simulator.

"The team had never done anything like that but their (deadpan) response was: 'Don't see why not'. We set out to build one of the most amazing simulators in the world, and it was a multi-million dollar contract for a little Dunedin company that had never built an air traffic control simulator before."

It all began when Taylor played a gig in Dunedin as the lead singer for the popular 1970s band, Kal-Q-Lated Risk. He dropped out of a business degree course at Victoria University in 1968 to join the band.

The Kal-Q-Lated Risk opened for the Beach Boys on their tour of NZ, was a finalist in the Loxene Golden Disk Awards, and released 11 singles and one album.

After four years with the band and a stint of compulsory army training at Waiouru, the jobless Taylor was drawn back to Dunedin. "When I had been in the Risk, we travelled all over the country and the best place we played in was Dunedin — the Ag Hall and Ocean Beach Hotel."

Taylor worked as a forklift driver at Speights Brewery — "our smoko room was a bar and we had our first beer for morning tea" — then as a presenter on the children's TV programme *Play School* while completing a law degree at Otago University. He was about to become a lawyer when he was offered a full-time job as a presenter on the children's magazine programme *Spot On*.

Taylor worked as a presenter, producer, writer and director for TVNZ between 1977 and 1989. He produced documentaries including *Pieces of Eight*, the inside story of the New Zealand Rowing Eight at the 1984 Olympic Games; *Aramoana*, a documentary told by those directly involved in the David Gray shootings; and *Innocent Until*, the inside story of the defence team for David Bain at his first trial.

In 1989 Taylor was offered a current affairs job in Wellington but couldn't bring himself to leave Dunedin. Instead, he formed Taylormade Productions making regional television commercials and corporate videos.

When TVNZ closed its Dunedin studios, Taylor bought them with a $500,000 bank loan. Taylormade produced the children's television show *Tiki Tiki Forest Gang* where the studio was run by animals and a rogue computer; and *Squirt*, featuring New Zealand's first motion-captured co-host Spike the Penguin. The Animation Research team still works in those original studios in Dowling St.

Animation Research was founded when Taylor met Emeritus Professor Geoff Wyvill who ran the Computer Science Department, and computer graphics laboratory, at Otago University.

"I walked in and thought 'this is incredible.' On a handshake Geoff gave me three of his best students to see what we can do," said Taylor. "Geoff is the most unassuming and honest man I know, and he's worked quietly in the background. He would ring me up and say: 'I've got someone who is really good and would work well at your place'."

Wyvill believed: "A computer is not just a better paintbrush. A picture has meaning and the idea behind the picture can be coded into the computer. We can represent a car reasonably well, but how do we represent a thunderstorm?

"Computer graphics draws together skills from mathematics, engineering, psychology, photography, film, painting, and sculpture. We learn to see better and to visualise what cannot be seen. We create animation both as art and as scientific illustration."

Taylormade Productions formed a joint venture, Animation Research, with the university in one of the first attempts to turn academic intellectual property into a commercial activity, and then later Taylormade bought all the university shares.

The original students, Craig McNaughton, Paul Sharp and Stu Smith, are still working at Animation Research 30 years later. McNaughton and Sharp were members of the Otago University team that won the ACM International Collegiate Programming Contest — the first time the Olympic Games of computer programming for students was won by a non-United States university side.

Wyvill is a director of Animation Research with Taylor, Clive Broughton and Michael Guthrie, while Sharp, Smith and Wyvill are shareholders, along with the family interests of Taylor and Guthrie.

Animation Research quickly set the pace. Its first of many 3D productions was a title sequence for the TVNZ series *University Challenge*, and it created classic television advertising images — the Bluebird waterskiing penguin, seagulls on a Cook Strait fast ferry, and gannets forming a koru.

Its first award-winning commercial was computer-generated images featuring a United Airlines 747 flying over Paris, the Grand Canyon, Rio de Janeiro and Hawaii. And then the trendsetting sports coverage with 3D animated graphics was born. Animation Research still does computer-generated flyovers of the cities and the sporting venues and their surroundings to provide context.

The "don't see why not" philosophy got Animation Research through a tricky situation during the Covid-19 lockdown.

"We had a problem," said Taylor. "Our golfing contracts were worth millions of dollars and they would go to zero in 24 hours if golf started up and we couldn't be there. In six weeks we found a way around it that has changed our business — we cover sport remotely.

"Our air miles were massive flying teams to golf tournaments in the United States and Europe every week. We had to do something about that, and it was Covid-19 that made us change the way we do business."

Animation Research's head of innovation John Rendell trawled the net and found all the tools he needed to build a new platform and stitch together a system that placed the graphics on the live pictures and sent them back in an instant — all from the office in Dunedin.

"If we said originally we would be doing it all from Dunedin, we wouldn't have got the contracts. Talk about leadership and vision. Here's a guy (Rendell) who came here when he was 18 and had no degrees and his headmaster had rung me, saying 'we can't teach him, we bore him'.

"If John didn't find the solution, then everything was gone. We don't have a singular leader. The team members form the visionary leadership, and I'm up there as part of them. I think of those celestial navigators crossing the Pacific — we have innovation in our DNA," said Taylor.

TAYLOR/ ARL ACHIEVEMENTS

- Bachelor of Law degree from University of Otago.
- TVNZ presenter, writer, producer and director for 12 years.
- Founded Taylormade Productions in March 1989 and then Animation Research Ltd in 1990.
- Appointed Companion of the New Zealand Order of Merit for services to television and business in 2012.
- Inducted into the New Zealand Technology Hall of Fame in 2009.
- Winner of the Creative sector of the World Class New Zealander awards in 2012.
- Named Outstanding Maori Business Leader of the Year in 2013.
- In May 2014, was part of the team awarded a Sports Emmy under the Category "Outstanding New Approaches - Sports Coverage" for development of a mobile app for 34th America's Cup.

> I've had the privilege of being the storyteller. The team wrote the story and I get to tell it.
>
> Ian Taylor

KAL-Q-LATED RISK PAYS OFF

Ian Taylor likes to say, in the words of Lord Ernest Rutherford, "We didn't have the money, so we had to think. We didn't discover the digital world: it discovered us. We had already decided that we would take on the world from Dunedin. Someone invented the Internet, and gave us our highway. We have been travelling it ever since."

The Deloitte Top 200 judges were not fazed by Taylor's modesty. They said the charismatic entrepreneur has not only built cutting-edge digital technologies to animate and track the world's glamour sports: America's Cup, golf, cricket and motor sports, but has done it through leading a world-class team.

"Taylor's personable leadership style is not only uniquely Kiwi but it is inspiring to any New Zealander who aspires to build a global company headquartered in NZ," the judges said.

It was not all plain sailing. He put his own capital on the line to buy TVNZ's Dunedin studio. That calculated risk paid off as he went on to knit his television production and rock band "story-telling" experiences together with leading computer graphic skills from Otago University to create Animation Research Ltd. The judges said Taylor's visionary move to spotlight the Polynesian voyage to Aotearoa, telling the story of Kupe and the celestial navigators in Land of Voyagers, caps a brilliant career and marks him as the deserving Deloitte Top 200 Visionary Leader for 2020.

Judges: Young Executive of the Year

Joan Withers Joan Withers spent over 25 years in the media industry, including as CEO of Fairfax NZ and The Radio Network, and has significant corporate governance experience. She chairs The Warehouse Group and a steering committee working to increase Māori and Pasifika students taking jobs in the health sector and is director of ANZ NZ and Sky Network TV. She was chair of Auckland International Airport, Mercury NZ and TVNZ and held directorships on the boards of some of NZ's largest companies including Meridian Energy and Tourism Holdings. She is a former Deloitte Top 200 Chairperson of the Year (2015).

Liam Dann
Liam Dann is Business Editor at Large for the New Zealand Herald. He has been a journalist for 25 years, covering business for the last 20 of them. He writes news, opinion pieces and commentary covering markets, economics and politics, and is host of the regular Market and Economy Hub video shows as well as the BNZ Connect SME podcast series. He has also worked in the banking sector in London and travelled extensively.

Rob Campbell, CNZM
Rob Campbell is the chair of SkyCity Entertainment, Summerset Group, Tourism Holdings and WEL Networks and a director of Precinct Properties NZ and Ultrafast Fibre. He has over 30 years' experience in capital markets and is director of, and advisor to, a range of investment fund and private equity groups in New Zealand, Australia, Hong Kong and the US. In 2019, he was awarded a Companion of the New Zealand Order of Merit and received the Distinguished Alumni Award from Victoria University. He was Deloitte Top 200 Chairperson of the Year in 2017.

Business Sustainability Leadership Adviser

Katie Beith
Katie Beith is a Senior Investment Strategist for the NZ Superannuation Fund. She provides support and expertise for the Fund's Climate Change Investment Strategy. Katie is currently serving on the External Reporting Board's Stakeholder Advisory Panel (XRAP). Previously she spent 8 years at Newton Investment Management (London) where she worked in the Research Team as the Socially Responsible Investment Officer working towards establishing an environmental and social analysis capability.

Judges: Diversity and Inclusion Leadership

Jo Cribb
Jo Cribb is an experienced gender and leadership consultant, facilitating sessions with leadership teams, coaching emerging leaders, and leads policy, strategy and gender projects. She worked with the Commonwealth Heads of Government Meeting in London and New Zealand Defence. She was chief executive of the Ministry for Women and one of the youngest CEOs appointed in the New Zealand Public Service. She is passionate in advancing the cause of the vulnerable in society.

Scott Pickering
Scott Pickering is a highly experienced chief executive. Currently CEO of Accident Compensation Corporation (ACC), he has held regional CEO roles at Willis (Towers Watson), Royal & Sun Alliance Insurance (RSA), ACE Insurance (now Chubb Insurance) and CIGNA. He is a non-executive director for Chubb Australia and New Zealand, and a shareholder director in Kiwibank. Pickering's philosophy is to ensure his organisations always deliver quality customer service and outcomes, which he believes can only be achieved when a business is truly inclusive, champions accessibility, and recognises diversity as a strength.

Ranjna Patel, ONZM
Rajna Patel and her husband Kanti set up the largest Private Primary Health care Provider in New Zealand, East Tamaki Healthcare in 1977, and, in 2014 founded Gandhi Nivas, a Family Harm initiative. She has won multiple awards including the Deloitte Top 200 Visionary Leader in 2016 and was awarded an ONZM in 2017. Patel sits on many advisory boards including Diversity Works NZ, the Mental Health Foundation, Middlemore Foundation, Global Women and NZ Police National Ethnic Forum.

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Light in a dark year

New Zealand's Top 200 companies have seen a small increase in revenue, but a dip in earnings and profits, writes **Tim McCready**

Deloitte Top 200

The high-level view of the 2020 Deloitte Top 200 Index shows total revenues for Top 200 companies increasing from $188,561 million in 2019 to $191,580m in 2020 — an increase of 1.6 per cent. This compares to a 4.0 per cent increase in 2019.

Underlying earnings (EBITDA) decreased from $27,027m in 2019 to $25,062m in 2020. This is a decrease of 7.3 per cent, compared to a 5.7 per cent increase in 2019.

The EBITDA margin, an assessment of operating profitability as a percentage of total revenue (total EBITDA/total revenue), decreased slightly between 2019 (14.3 per cent) and 2020 (13.1 per cent).

Total profits after tax have decreased from $10,367m in 2019 to $6,503m in 2020. This is a 37.3 per cent decrease year-on-year, compared to a 6.3 per cent increase in 2019.

Net profit margin (profit after tax/total revenue) decreased between 2019 (5.5 per cent) and 2020 (3.4 per cent).

Total Assets have increased from $230,004m in 2019 to $252,108 in 2020, which is a 9.6 per cent increase and compares to a 4.8 per cent increase in 2019.

The number one spot in the Top 200 Index has been held by Fonterra since its formation in the early 1990s. Its revenue increased by 5.3 per cent during the year to reach $20,282m.

This increase is mainly due to Fonterra's improved ingredients business pricing and product mix sales.

The 200th ranked entity on the Top 200 index in 2020 is a newcomer to the Index, Airwork, with revenue of $200m. Last year's 200th ranked company, Juken (the 176th ranked entity for 2020) had revenue of $206m. This is a 2.9 per cent decrease in revenue between the 200th ranked companies year-on-year.

EBOS Group (2nd) has increased in revenue by 25.0 per cent from $7,393m in 2019 to $9,241m in 2020, overtaking Fletcher Building (3rd) whose revenue has decreased by 12 per cent from $8,308m in 2019 to $7,309m in 2020. Fletcher Building had previously held the second-place ranking for four years.

EBOS Group's increase in revenue is attributed to significantly higher sales volumes in its community pharmacy and institutional healthcare businesses. This results in an 11.2 per cent increase in the revenue of the second-place entity year-on-year, however the revenue gap between the top two companies has remained fairly constant, slightly increasing by 0.9 per cent, as Fonterra (1st) had a revenue increase of 5.3 per cent.

The top 10 has remained quite consistent, with Foodstuffs NI re-entering in tenth place. It had previously dropped from fourth place to 12th place in 2019 due to a change in how revenue was recorded (following NZ IFRS 15 adoption in 2019). Foodstuffs NI's revenue has increased by 6.3 per cent, from $3,332m in 2019 to $3,543m in 2020. Foodstuffs NI's re-entry in the top 10 sees Meridian Energy move down from 10th place in 2019 to 11th place in 2020. It reported a 2.5 per cent decrease in revenue from $3,491m in 2019 to $3,405m in 2020.

Deloitte Top 200 Index

	2020 $m	2019 $m	% change
Revenue	191,580	188,561	1.6
EBITDA	25,062	27,027	(7.3)
Tax paid	2,004	3,552	(43.6)
Profit after tax	6,503	10,367	(37.3)
Total assets	252,108	230,004	9.6
Total equity	104,828	102,018	2.8

Deloitte Top 30 Financial Institutions Index

	2020 $m	2019 $m	% change
Revenue	27,027	27,239	(0.8)
EBITDA	9,206	9,599	(4.1)
Tax paid	2,398	2,553	(6.1)
Profit after tax	6,014	6,503	(7.5)
Total assets	601,873	557,606	7.9
Total equity	49,934	47,263	5.7

Māori business rises to challenge

Māori businesses showcase strength in the face of adversity says **Lee Gray**

Deloitte Top 10 Māori Business Index

	# 2020	# 2019	Name	Total assets $m	Total assets % change	Return on assets	Total equity $m	Return on equity	Profit after tax $m	Balance date
-	1	1	Ngāi Tahu	1,830	(5.2)	(5)	1,521	(6)	(88)	Jun-20
-	2	2	Waikato Tainui	1,428	(1.3)	(2)	1,206	(3)	(35)	Mar-20
-	3	3	Ngāti Whātua ki Ōrākei	1,254	5.5	4	975	4	43	Jun-19
-	4	4	Moana NZ	549	(1.0)	4	453	5	23	Sep-19
-	5	-	Lake Taupō Forest Trust	428	21.9	10	364	12	38	Jun-19
▼	6	5	Tuhoe Te Uru Taumatua	386	5.6	5	381	6	20	Mar-19
▼	7	6	Parininihi ki Waitotara (PKW)²	334	5.8	4	267	5	12	Jun-20
-	8	-	Wakatū Inc	334	2.2	5	230	7	16	Jul-19
▼	9	7	Pukeroa Oruawhata	303	8.0	5	173	9	15	Mar-19
▼	10	8	Ngati Porou	259	2.1	1	233	2	4	Jun-20

The continued growth of Māori business, despite the challenges of Covid-19, highlights the resilience and value it adds to Aotearoa's economy.

The entities on the 2020 Deloitte Top 10 Māori Business Index collectively represent over $7.1 billion in assets.

Waikato Tainui, ranked second on the 2020 Deloitte Top 10 Māori Index with over $1.4 billion in assets, has played a significant role in the community over the course of this year. They partnered with the Government to run Covid-19 testing centres in Hamilton and surrounding areas, including rural communities, providing additional capacity to testing services. Ngāti Porou, ranked tenth on the index, also established testing centres including in some of New Zealand's remotest communities, ensuring everyone had access to a test who needed one.

This is just a glimpse of the outstanding response from iwi and the Māori business community to support communities throughout Aotearoa.

Critically, Māori business also helped ensure ongoing confidence in supply chains and food security through the lockdown. As investors and providers of significant infrastructure and owners of $13 billion in primary sector assets (Source: Māori Economy Investors Guide 2017), many of these businesses kept New Zealand primary products available and getting to where they were needed.

However, it is important to acknowledge those Māori businesses which took a significant hit as a result of Covid-19. Like all of the tourism sector, Ngāi Tahu tourism operations had its international visitors disappear overnight and many others saw a reduction in the asset value of their businesses.

> Māori business also helped ensure ongoing confidence in supply chains and food security through the lockdown.
>
> Lee Gray

Despite these unmitigated challenges, the underlying strength of these businesses has shone through highlighting their resilience and the ability to rise to the challenge which confronted them.

In this difficult year, it is particularly encouraging to see two new entries on the 2020 Deloitte Top 10 Māori Index — Lake Taupō Forest Trust, ranked fifth, and Wakatū Incorporation, in at number eight. Placement on the index highlights the maturity these businesses have reached and their visibility within the market.

Wakatū holds a diverse portfolio of assets, valued at over $300 million, with 70 per cent focused in the land and water space.

It also has a food and beverage business as well as a customer-focused health and wellbeing offering, businesses we can only expect to continue to have strong growth.

Lake Taupō Forest Trust demonstrated the most significant growth, with a 21.9 per cent increase in asset value compared with the prior year.

They hold 32,000 hectares of land with 23,000 hectares of that being plantation forest. A significant number of people from the Tūrangi community are employed on their whenua, and with the Crown lease due to end in July 2021, this will result in 100 per cent of the forestry income returning to the trust, creating additional flow-on benefits for the local community.

In a year full of challenge and uncertainty, Māori business have showcased their strength not only from a financial perspective but also in their commitment to communities across Aotearoa.

The Government describes the recovery from Covid-19 as an economic recovery, and Māori business are well-placed to support them in this process, providing not just economic benefits but holistic benefits to the nation as a whole.

Top 200 Indices

Top profits

Fonterra (ranked first in the Top 200 Index) reported the top profit for 2020 at $803m, with its profit after tax increasing by $931m from a loss of $122m in FY19.

This increase in profit is attributed to significantly lower net interest-bearing debt, improved cash flow and an increase in sales revenue for Fonterra in the current year. The prior year loss was mainly due to the write-downs of $203m impairment of its China Farms investment and $237m on its New Zealand food service business.

The top profit figure of $803m reported by Fonterra compares to the 2019 top profit of $1,397m achieved by Shell.

The top profit figure has decreased by 42.5 per cent year-on-year.

The average profit after tax across all 200 companies has decreased from $51.5m in FY19 to $32.5m in FY20 — a 36.9 per cent decrease.

Infrastructure investor Infratil (ranked 32nd) has entered the Top Profit Index in 2020, taking second place with a profit of $509m, a 609.1 per cent increase from its $64m reported in 2019.

Telecommunications giant Spark (ranked 9th) has moved up to third place in the Top Profit Index this year, up from fourth place 2019, with its profit after tax increasing by 4.4 per cent, from $409m in 2019 to $427m in 2020.

Specialty dairy company A2 Milk (ranked 22nd) has jumped from eighth place in 2019 to fourth in 2020. Its profit after tax has increased by 31.8 per cent from $295m in 2019 to $388m in 2020.

Lotto NZ (ranked 29th) climbed to fifth place in 2020.

Its profit has increased by 27.6 per cent from $261m in 2019 to $333m in 2020.

#	Name	$m
1	Fonterra (NZX:FCG)[2]	803
2	Infratil (NZX:IFT)[2]	509
3	Spark (NZX:SPK)[2]	427
4	A2 Milk (NZX:ATM)[2]	388
5	Lotto NZ[2]	333
6	F&P Healthcare (NZX:FPH)[2]	287
7	Ryman Healthcare (NZX:RYM)[2]	265
8	SkyCity (NZX:SKC)[2]	235
9	Transpower[2]	231
10	Fulton Hogan[2]	222
11	Mercury (NZX:MCY)	207
12	Woolworths (ASX:WOW)	202
13	Zespri[2]	201
14	Auckland Airport (NZX:AIA)[2]	194
15	Meridian Energy (NZX:MEL)[2]	176
16	EBOS Group (NZX:EBO)[2]	170
17	Mainfreight (NZX:MFT)[2]	159
18	Matariki Forestry[2]	147
19	TAB	137
20	BP[2]	135

Biggest losses

The biggest loss for 2020 was reported by Air New Zealand (ranked sixth in the Top 200 Index), with a loss of $454m. This is a $730m decrease for the national airline from its 2019 profit after tax of $276m.

This loss is reflective of the decline in profits in general for the travel industry due to Covid-19. Border restrictions have severely restricted international travel, evidenced by Air New Zealand's reported 74 per cent decrease in passenger revenue from April-June 2020 compared to the same period in 2019.

In addition to this, Air New Zealand incurred $338m aircraft impairment expenses due to the grounding of fleet for the foreseeable future.

KiwiRail (ranked 61st in the Top 200 Index) is 2020's second biggest loss maker, making a loss of $325m. Note that the financial statements obtained for KiwiRail in the current publication year are for the year ended 30 June 2019, as 30 June 2020 financials had not been made available in time for the publication of the Index.

Pacific Aluminium (49th) and Goodman Fielder (42nd) respectively hold the third and fourth biggest losses in 2020. Pacific Aluminium is a new entrant to the biggest losses index, reporting a loss of $313m (compared to a $236m profit in 2019).

Goodman Fielder, ranked 11th on the biggest losses index in 2019, has reported a loss of $242m (compared to a $15m loss in 2019).

The fifth biggest lost was reported by Kiwi Property (170th). Kiwi Property has reported a loss of $187m in 2020, in comparison to its $138m profit in 2019.

Fonterra (1st) no longer holds a spot on the losses index. Last year it was ranked second with a loss of $122m, but in 2020 it reported $803m — the top profit in the Top 200 Index, with its profit after tax increasing by $931m.

#	Name	$m
1	Air NZ (NZX:AIR)[2]	(454)
2	KiwiRail	(325)
3	Pacific Aluminium (ASX:RIO)[2]	(313)
4	Goodman Fielder[2]	(242)
5	Kiwi Property (NZX:KPG)[2]	(187)
6	Fletcher Building (NZX:FBU)[2]	(184)
7	NZME (NZX:NZM)[2]	(165)
8	Sky TV (NZX:SKT)[2]	(157)
9	Z Energy (NZX:ZEL)[2]	(88)
10	Tegel[2]	(79)
11	Westland Dairy[2]	(78)
12	Metro Performance Glass (NZX:MPG)[2]	(78)
13	Steel & Tube (NZX:STU)[2]	(60)
14	Trade Me[2]	(60)
15	Abano Healthcare (NZX:ABA)[2]	(49)
16	Oji Fibre Solutions[2]	(38)
17	Airways[2]	(31)
18	TVNZ[2]	(26)
19	Mediaworks[2]	(25)
20	Kerbside Papers	(25)

	#			Revenue		EBITDA	EBIT
	2020	2019	Name	$m	% change	$m	$m
-	1	1	Fonterra (NZX:FCG)[2]	20,282	5.3	2,145	1,319
▲	2	3	EBOS Group (NZX:EBO)[2]	9,241	25.0	352	275
▼	3	2	Fletcher Building (NZX:FBU)[2]	7,309	(12.0)	355	(135)
-	4	4	Woolworths (ASX:WOW)	7,203	7.1	633	377
▲	5	6	Z Energy (NZX:ZEL)[2]	4,934	(8.7)	198	(64)
▼	6	5	Air NZ (NZX:AIR)[2]	4,836	(16.4)	618	(559)
-	7	7	Fulton Hogan[2]	4,620	(0.5)	479	320
-	8	8	BP[2]	3,719	0.6	259	203
-	9	9	Spark (NZX:SPK)[2]	3,588	2.0	1,116	635
▲	10	12	Foodstuffs NI[2]	3,543	6.3	93	80
▼	11	10	Meridian Energy (NZX:MEL)[2]	3,405	(2.5)	693	323
▲	12	14	Zespri[2]	3,373	7.6	293	272
-	13	13	Foodstuffs SI[2]	3,188	1.6	n/a	21
▲	14	15	Warehouse Group (NZX:WHS)[2]	3,173	3.3	278	105
▲	15	16	Mainfreight (NZX:MFT)[2]	3,095	4.8	398	224
▼	16	11	ExxonMobil[2]	2,901	(13.9)	132	106
-	17	17	Genesis Energy (NZX:GNE)[1]	2,592	(4.0)	345	127
▲	18	19	Silver Fern Farms[2]	2,557	7.2	126	93
▲	19	20	Downer Group (ASX:DOW)[2]	2,150	(2.6)	138	59
▼	20	18	Contact Energy (NZX:CEN)[2]	2,068	(15.4)	441	221
▲	21	22	Mercury (NZX:MCY)	1,734	(11.4)	516	302
▲	22	29	A2 Milk (NZX:ATM)[2]	1,731	33.1	552	548
-	23	23	Alliance Group	1,713	(0.1)	51	30
-	24	24	ANZCO Foods[2]	1,693	5.9	55	39
-	25	25	Toyota[2]	1,504	10.4	24	9
▲	26	32	Open Country Dairy	1,429	18.0	84	48
▲	27	31	Bunnings (ASX:WES)	1,351	8.6	88	69
▲	28	30	Datacom[2]	1,342	3.6	93	26
▲	29	37	Lotto NZ[2]	1,308	17.5	341	331
▲	30	40	Synlait Milk (NZX:SML)[2]	1,302	27.1	174	122
▼	31	28	Vector (NZX:VCT)	1,294	(1.9)	559	269
▼	32	26	Infratil (NZX:IFT)[2]	1,281	(3.9)	866	710
▲	33	38	F&P Healthcare (NZX:FPH)[2]	1,273	18.8	433	372
▼	34	33	T&G Global[2]	1,216	2.4	58	20
▼	35	27	Oji Fibre Solutions[2]	1,213	(8.5)	114	(3)
▼	36	34	Haier[2]	1,205	2.8	97	(5)
▼	37	35	Bidfood	1,161	5.6	87	74
▼	38	36	Farmlands[2]	1,105	(3.7)	43	12
▲	39	42	Harvey Norman (ASX:HVN)	1,013	1.1	n/a	45
▼	40	39	Trustpower (NZX:TPW)[2]	990	(3.9)	218	168
-	41	41	Transpower[2]	987	(4.2)	741	475
▲	42	44	Goodman Fielder[2]	962	0.6	23	(229)
-	43	43	Chorus (NZX:CNU)	959	(1.1)	670	241
▲	44	49	Tasman Steel (ASX:BSL)	913	3.6	130	80
▲	45	48	NZ Post[2]	898	0.1	90	25
-	46	46	Ballance Agri-Nutrients[2]	891	(2.1)	80	19
▲	47	53	Restaurant Brands (NZX:RBD)[2]	880	6.5	139	77
▼	48	45	Apple	838	(8.6)	29	29
▲	49	51	Pacific Aluminium (ASX:RIO)[2]	838	(2.1)	(428)	(443)
▲	50	85	Kathmandu (NZX:KMD)[2]	802	48.7	141	36

Profit after tax				Total assets			Return on assets	Total equity		Return on equity	Debt to equity	Balance date
#	$m	%	% change	#	$m	% change		#	$m			
1	803	4.0	758.2	1	17,916	3.7	4.6	1	6,703	12.8	1.7	Jul-20
16	170	1.8	16.7	17	4,012	19.8	4.6	17	1,404	12.6	1.9	Jun-20
195	(184)	(2.5)	(171.0)	4	8,778	13.9	(2.2)	5	3,535	(4.8)	1.5	Jun-20
12	202	2.8	11.2	12	5,460	35.7	4.3	11	2,101	9.6	1.6	Jun-20
192	(88)	(1.8)	(147.3)	22	3,045	7.0	(3.0)	44	602	(11.6)	4.1	Mar-20
200	(454)	(9.4)	(264.5)	7	7,543	(1.0)	(6.0)	19	1,318	(27.4)	4.7	Jun-20
10	222	4.8	27.8	18	3,159	5.9	7.2	22	1,204	19.7	1.6	Jun-20
20	135	3.6	(24.6)	35	1,689	13.5	8.5	47	574	26.7	1.9	Dec-19
3	427	11.9	4.4	16	4,347	6.2	10.1	15	1,493	28.9	1.9	Jun-20
49	43	1.2	(54.8)	20	3,136	11.6	1.5	31	908	4.9	2.5	Mar-20
15	176	5.2	(48.1)	2	9,623	(0.4)	1.8	3	5,083	3.3	0.9	Jun-20
13	201	6.0	11.7	54	1,070	58.1	23.0	90	246	87.3	3.3	Mar-20
126	8	0.3	(0.9)	44	1,402	8.5	0.6	65	393	2.0	2.6	Feb-20
48	44	1.4	(35.3)	31	1,855	76.5	3.0	66	376	10.2	3.9	Jul-20
17	159	5.1	15.7	27	2,305	53.3	8.4	29	966	17.6	1.4	Mar-20
34	70	2.4	18.2	53	1,071	3.4	6.6	104	202	30.6	4.3	Dec-19
46	46	1.8	(22.2)	15	4,582	(2.3)	1.0	12	2,070	2.2	1.2	Jun-20
32	71	2.8	1,114.7	63	885	16.8	8.6	48	571	13.2	0.6	Dec-19
58	35	1.6	(44.4)	59	962	16.4	4.0	71	346	10.3	1.8	Jun-20
21	125	6.0	(26.5)	13	4,896	(1.2)	2.5	7	2,621	4.6	0.9	Jun-20
11	207	11.9	(42.0)	8	6,885	6.2	3.1	4	3,739	5.7	0.8	Jun-20
4	388	22.4	31.8	39	1,453	44.3	31.6	26	1,134	40.4	0.3	Jun-20
103	14	0.8	110.1	100	541	4.1	2.6	73	340	4.1	0.6	Sep-19
80	22	1.3	178.2	76	818	5.1	2.8	103	202	11.5	3.0	Dec-19
127	8	0.5	308.6	93	630	1.4	1.2	159	63	17.7	9.0	Mar-20
66	31	2.2	33.8	67	845	8.9	3.9	56	459	7.1	0.8	Sep-19
50	43	3.2	22.0	101	530	10.5	8.5	188	17	2,639.9	30.7	Jun-19
88	19	1.4	(52.5)	80	735	29.9	2.9	105	198	9.7	2.7	Mar-20
5	333	25.5	27.6	164	190	55.1	214.0	165	53	767.3	2.5	Jun-20
31	75	5.8	(8.5)	38	1,492	29.7	5.7	43	606	13.7	1.5	Jul-20
24	97	7.5	15.8	9	6,381	5.3	1.6	10	2,260	4.2	1.8	Jun-20
2	509	39.7	690.1	6	7,585	12.7	7.1	6	3,340	16.7	1.3	Mar-20
6	287	22.6	37.3	42	1,435	18.9	21.8	28	974	30.5	0.5	Mar-20
135	7	0.5	(36.4)	66	854	13.3	0.8	52	474	1.5	0.8	Dec-19
185	(38)	(3.1)	(250.8)	46	1,388	9.4	(2.8)	40	695	(5.2)	1.0	Dec-19
163	1	0.0	101.1	43	1,431	7.1	0.0	61	416	0.2	2.4	Dec-19
40	53	4.6	12.2	114	405	10.7	13.8	93	236	24.1	0.7	Jun-19
143	5	0.4	(17.8)	95	592	20.5	0.9	123	131	3.6	3.5	Jun-20
61	33	3.3	(15.4)	139	285	9.2	12.2	166	53	60.2	4.3	Jun-19
23	98	9.9	5.3	28	2,111	(4.7)	4.5	27	1,100	8.3	0.9	Mar-20
9	231	23.4	(10.6)	10	6,116	3.1	3.8	14	1,623	14.2	2.8	Jun-20
197	(242)	(25.1)	(1,557.0)	71	825	(19.8)	(26.1)	97	228	(69.3)	2.6	Dec-19
41	52	5.4	(1.9)	11	5,642	0.4	0.9	30	927	5.5	5.1	Jun-20
35	68	7.5	(7.8)	57	1,004	12.4	7.2	74	339	18.9	2.0	Jun-19
138	6	0.7	105.0	30	1,920	17.7	0.3	21	1,248	0.5	0.5	Jun-20
120	9	1.0	(25.1)	86	696	11.6	1.4	55	470	1.9	0.5	May-20
55	36	4.1	1.0	64	880	91.2	5.4	101	208	16.7	3.2	Dec-19
82	22	2.6	(22.0)	177	151	(2.6)	14.1	157	67	36.9	1.3	Sep-19
198	(313)	(37.3)	(250.8)	94	599	(38.9)	(39.6)	106	195	(89.0)	2.1	Dec-19
121	9	1.1	(84.6)	37	1,573	164.6	0.8	37	779	1.5	1.0	Jul-20

Top 200 Indices

Most improved profit

Kordia (ranked 183rd in the Top 200 Index) is a newcomer in 2020 after dropping off the Top 200 Index in 2019. It recorded the most improved profit out of all the entities on the Top 200 index, with a 6558.4 per cent increase from a $0.1m loss in 2019 to $9.6m profit in 2020.

This jump in profit can be attributed to a 9.6 per cent increase in revenue year-on-year from $203m in 2019 to $223m in 2020, specifically in revenue from its Australian business unit, which had declined in 2019 due to the Australian Government's Chinese vendor ban on 5G networks at the time, but has recovered in the current year.

Meat processor Silver Fern Farms (ranked 18th) has the second most improved profit, recording a profit of $70.7m in 2020 compared to a $5.8m profit in 2019. This is an increase of 1,114.7 per cent.

City Care (ranked 140th) holds third place for most improved profit, with an increase of 875.7 per cent.

In the current year, City Care recorded a profit of $5.6m, compared to 2019 where a loss of $0.7m was recorded.

Silver Fern Farms (ranked 18th), Powerco (89th), and Spotless (109th), are the only three companies to be included in the most improved profit table in both 2019 and 2020.

In 2019, Silver Fern Farms held 13th place with a 201.8 per cent increase in profit, Powerco held 16th place with a 194.2 per cent increase in profit, and Spotless held second place with a 734.2 per cent increase in profit.

This year, Silver Fern farms holds second place with a 1114.7 per cent increase in profit, Powerco holds 11th place with a 242.9 per cent increase in profit, and Spotless holds 18th place, with a 132.0 per cent increase in profit.

#	Name	%
1	Kordia[2]	6,558.4
2	Silver Fern Farms[2]	1,114.7
3	City Care[2]	875.7
4	Martin-Brower Holdings[2]	849.4
5	Fonterra (NZX:FCG)[2]	758.2
6	Infratil (NZX:IFT)[2]	690.1
7	Emirates Airlines[2]	341.8
8	Two Degrees[2]	340.5
9	JB Hi-Fi (ASX:JBH)	321.2
10	Toyota[2]	308.6
11	Powerco	242.9
12	CDC Pharma[2]	232.1
13	ANZCO Foods[2]	178.2
14	McConnell Dowell	161.8
15	Juken[2]	141.2
16	Mondelez[2]	140.2
17	EnviroWaste[2]	132.3
18	Spotless (ASX:DOW)	132.0
19	Asaleo Care (ASX:AHY)[2]	125.2
20	Philip Morris[2]	119.2

Most improved revenue

Oil and gas company OMV (ranked 57th in the Top 200 Index) has reported the most improved revenue in 2020. Its revenue increased to $721m in the current year compared to $202m in 2019. This 256.8 per cent increase in revenue can be attributed to increases in both domestic and offshore sales, reporting significant increases in its sales of crude oil and gas.

Newcomer to the Index Microsoft (95th) is ranked second for most improved performance, with a 153 per cent increase in revenue on last year's result from $183m to $462m.

Another newcomer, Simsmetal Industries (181th), has seen a similar increase in revenue, reporting an increase of 123.2 per cent from $101m in 2019 to $226m in 2020.

Horizon Energy, Scott Technology, and Seeka are also new entrants to the Deloitte Top 200 Index in 2020.

A2 Milk and Xero are the only companies to be included on this index for four years in a row, while Scentre has been included for two years in a row, following its entrance into the Top 200 Index in 2019.

This year's best growth strategy finalist, Xero, held 11th place in 2019 (35.9 per cent), and now holds the eighth spot in 2020 with a revenue growth of 29.9 per cent. Xero has experienced increased revenue over the last four years mainly due to the increase in international subscribers exceeding those from New Zealand.

CDC Pharma is the only company to be included in both the most improved profit and most improved revenue index in 2020.

#	Name	%
1	OMV[2]	256.8
2	Microsoft	153.0
3	Simsmetal Industries (ASX:SGM)	123.2
4	OfficeMax[2]	53.6
5	Kathmandu (NZX:KMD)[2]	48.7
6	Scentre (ASX:SCG)[2]	38.0
7	A2 Milk (NZX:ATM)[2]	33.1
8	Xero (ASX:XRO)	29.9
9	Horizon Energy[2]	28.5
10	Synlait Milk (NZX:SML)[2]	27.1
11	EBOS Group (NZX:EBO)[2]	25.0
12	Scott Technology (NZX:SCT)[2]	23.8
13	CDC Pharma[2]	21.8
14	Scales Corp (NZX:SCL)[2]	20.9
15	Danone[2]	18.8
16	F&P Healthcare (NZX:FPH)[2]	18.8
17	Open Country Dairy	18.0
18	Lotto NZ[2]	17.5
19	CPB Contractors[1]	17.3
20	Seeka (NZX:SEK)[1]	16.3

	#			Revenue		EBITDA	EBIT
	2020	2019	Name	$m	% change	$m	$m
▲	51	55	PGG Wrightson (NZX:PGW)[2]	782	(1.4)	39	9
▲	52	57	Sky TV (NZX:SKT)[2]	748	(6.0)	166	(131)
▼	53	47	Colonial Motor (NZX:CMO)[1]	746	(17.7)	38	31
▲	54	58	Ravensdown[2]	744	0.3	45	14
▲	55	69	CPB Contractors[1]	737	17.3	20	15
▼	56	54	Two Degrees[2]	728	(9.7)	159	51
▲	57	112	OMV[2]	721	256.8	550	89
▲	58	82	Xero (ASX:XRO)	718	29.9	137	31
▲	59	62	Coca-Cola[2]	715	5.0	165	123
▼	60	52	Methanex[2]	699	(17.8)	70	7
-	61	61	KiwiRail	683	10.9	170	(316)
▲	62	74	Lion[2]	663	11.2	70	31
▲	63	72	Caltex (ASX:ALD)[2]	660	9.1	74	56
▲	64	65	Ingram Micro[2]	653	13.2	22	18
▲	65	67	Briscoe Group (NZX:BGP)[2]	653	3.3	124	97
-	66	66	Kaingaroa Timberlands	651	10.5	219	215
▼	67	56	SkyCity (NZX:SKC)[2]	642	(20.0)	502	254
▼	68	64	Tegel[2]	638	0.1	21	(77)
▲	69	71	Freightways (NZX:FRE)[2]	631	2.5	142	85
▼	70	63	Westland Dairy[2]	629	(5.6)	(42)	(63)
▲	71	78	Samsung[2]	615	7.0	13	12
▼	72	68	Ford[2]	615	(2.6)	2	0
▼	73	70	Sime Darby Motor	610	(1.1)	31	27
▲	74	81	Imperial Tobacco	601	8.7	71	66
▲	75	90	Kmart (ASX:WES)[2]	600	5.9	85	55
-	76	76	Market Gardeners[2]	599	3.9	31	17
▲	77	83	Beca[2]	570	3.7	94	80
▲	78	80	Green Cross Health (NZX:GXH)[2]	569	0.2	60	31
▼	79	60	Auckland Airport (NZX:AIA)[2]	565	(23.8)	420	268
▼	80	79	China Forestry[2]	564	(1.8)	8	8
▲	81	92	LWC (ASX:APE)	557	12.9	14	8
▲	82	89	HEB Construction[2]	554	5.8	25	9
▲	83	91	Sanford (NZX:SAN)	545	5.9	89	67
▲	84	87	DB Breweries[2]	534	(0.5)	68	43
▼	85	77	Matariki Forestry[2]	533	(7.3)	231	211
▲	86	88	Oceana Gold[2]	521	(2.7)	191	65
▲	87	93	Waste Management[2]	520	3.0	152	84
▼	88	84	Holden[2]	506	(7.7)	24	22
▲	89	96	Powerco	494	0.4	287	185
▲	90	120	Scentre (ASX:SCG)[2]	485	38.0	48	46
▲	91	106	Scales Corp (NZX:SCL)[2]	481	20.9	80	62
▲	92	98	Asahi[2]	466	4.3	54	42
▲	93	109	CDC Pharma[2]	465	21.8	2	1
▼	94	73	Taumata Plantations[2]	463	(22.6)	134	123
-	95	-	Microsoft	462	153.0	29	28
▼	96	75	Oregon Group[2]	452	(23.9)	145	132
▲	97	111	Danone[2]	451	18.8	43	25
▲	98	99	Frucor Beverages[2]	450	0.6	40	17
▼	99	95	Pan Pac Forest[2]	445	(10.2)	26	26
▼	100	97	Ventia[2]	435	(8.0)	22	8

Profit after tax				Total assets			Return on assets	Total equity		Return on equity	Debt to equity	Balance date
#	$m	%	% change	#	$m	% change		#	$m			
131	7	0.9	58.2	110	459	(18.8)	1.4	115	157	2.6	1.9	Jun-20
193	(157)	(21.0)	74.2	69	838	8.6	(19.5)	67	375	(43.2)	1.2	Jun-20
91	19	2.5	(21.4)	116	384	(4.6)	4.7	94	231	8.4	0.7	Jun-20
167	(0)	(0.0)	(101.2)	92	644	0.5	(0.0)	53	474	(0.0)	0.4	May-20
116	11	1.4	(18.0)	129	322	(9.3)	3.1	200	(56)	23.0	6.8	Dec-19
28	86	11.9	340.5	77	817	21.7	11.6	87	264	38.9	2.1	Dec-19
47	46	6.3	51.1	24	2,833	(2.7)	1.6	50	541	9.4	4.2	Dec-19
149	3	0.5	112.3	51	1,154	18.9	0.3	60	422	0.9	1.7	Mar-20
30	82	11.4	(8.3)	70	827	1.7	10.0	86	268	25.0	2.1	Dec-19
178	(17)	(2.4)	(157.1)	89	673	(12.7)	(2.3)	181	29	(26.3)	22.1	Dec-19
199	(325)	(47.5)	(37.6)	45	1,397	12.6	(24.6)	32	873	(39.8)	0.6	Jun-19
104	13	2.0	(52.2)	49	1,322	7.3	1.1	39	709	1.9	0.9	Dec-19
63	33	5.0	(1.3)	109	470	16.1	7.5	114	167	19.5	1.8	Dec-19
112	12	1.8	43.9	141	281	20.3	4.6	113	168	7.4	0.7	Dec-19
37	63	9.6	(1.3)	85	697	90.7	11.8	78	312	21.4	1.2	Jan-20
22	121	18.7	(79.2)	14	4,639	(1.9)	2.6	8	2,455	4.6	0.9	Jun-19
8	235	36.7	46.3	25	2,789	9.3	8.8	16	1,435	18.2	0.9	Jun-20
191	(79)	(12.4)	(22.8)	68	839	15.0	(10.1)	72	344	(20.6)	1.4	Dec-19
45	47	7.5	(25.2)	55	1,050	79.7	5.8	76	317	16.0	2.3	Jun-20
190	(78)	(12.4)	(143.0)	82	722	18.6	(11.7)	92	237	(47.9)	2.0	Dec-19
124	8	1.4	18.3	184	133	1.6	6.4	167	52	17.7	1.6	Dec-19
168	(1)	(0.1)	(112.5)	152	240	19.6	(0.2)	172	38	(1.3)	5.3	Dec-19
94	18	2.9	(3.5)	136	293	3.4	6.2	143	93	19.7	2.2	Jun-19
51	43	7.1	51.2	149	251	10.7	17.8	145	90	61.1	1.8	Sep-19
56	36	6.0	(14.7)	108	489	50.8	8.8	96	228	16.7	1.1	Jun-20
114	11	1.9	(33.8)	122	363	30.0	3.5	118	144	8.2	1.5	Jun-20
39	53	9.4	20.7	135	295	33.9	20.7	126	121	47.0	1.4	Mar-20
96	17	3.0	(15.6)	118	377	42.2	5.3	121	135	12.6	1.8	Mar-20
14	194	34.3	(63.0)	3	9,297	6.9	2.2	2	6,637	3.1	0.4	Jun-20
164	0	0.1	(88.7)	144	270	(0.4)	0.2	149	79	0.6	2.4	Dec-19
157	2	0.3	(72.0)	179	143	(4.1)	1.2	179	30	6.1	3.7	Jun-19
140	6	1.0	(62.8)	162	202	27.5	3.1	176	32	19.0	5.3	Dec-19
52	42	7.6	(1.4)	73	821	1.5	5.1	45	588	7.1	0.4	Sep-19
69	30	5.6	2.6	113	422	15.2	7.6	132	113	26.6	2.7	Dec-19
18	147	27.6	(38.7)	34	1,739	17.8	9.1	20	1,285	11.9	0.4	Dec-19
53	39	7.4	(54.0)	103	513	8.5	7.9	185	23	210.2	21.2	Dec-19
97	17	3.3	40.9	36	1,586	21.2	1.2	81	303	5.7	4.2	Dec-19
98	17	3.3	36.0	153	233	18.4	7.8	137	103	17.6	1.3	Dec-19
29	85	17.3	242.9	21	3,106	8.5	2.9	82	293	34.2	9.6	Mar-20
60	33	6.9	26.9	175	155	(43.8)	15.5	168	49	75.5	2.2	Dec-19
43	49	10.1	67.4	99	559	35.9	10.0	69	359	16.0	0.6	Dec-19
67	31	6.6	40.8	132	307	(6.7)	9.7	112	168	16.3	0.8	Dec-19
162	1	0.2	232.1	188	114	36.6	0.7	190	16	4.9	6.2	Mar-20
42	51	11.0	(76.3)	26	2,413	1.9	2.1	42	622	8.5	2.9	Jun-20
172	(4)	(0.8)	(123.7)	138	286	54.9	(1.6)	153	72	(5.4)	3.0	Jun-19
25	93	20.5	(13.4)	33	1,789	11.1	5.5	25	1,139	8.3	0.6	Jun-20
100	16	3.6	78.9	111	451	17.2	3.9	70	349	4.8	0.3	Dec-19
150	3	0.7	(42.4)	87	690	1.2	0.5	51	499	0.7	0.4	Dec-19
78	24	5.4	(68.0)	52	1,124	3.0	2.2	33	852	2.8	0.3	Mar-20
175	(10)	(2.3)	(161.7)	151	241	(2.2)	(4.0)	160	63	(14.4)	2.8	Dec-19

Top 200 Indices

Return on assets

Return on Assets (ROA) provides an indication of how efficiently a company manages its assets in order to generate earnings. It is calculated by measuring profit against total assets reported. As a measure, this number tends to be heavily influenced by the requirements of the industry in which the business operates.

Agriculture and manufacturing businesses for example, requiring significant amounts of property, plant and equipment, will typically have a much lower return on assets percentage than a software company.

Lotto NZ (29th) now holds the top spot for return on assets for the second year in a row after entering the Top 200 Index in 2019. It has improved on its previous ROA of 201.2 per cent in 2019 to have an ROA of 214.0 per cent in 2020. The high ROA is driven by a 25.5 per cent increase in profit after tax from $261m in 2019 to $333m in 2020, with total assets of $190m in 2020.

Holding the second spot for ROA is TAB (120th), despite a decrease in its ROA to 102.6 per cent from 109.4 per cent. This is driven by an increase in total assets from $130m in 2019 to $136m in 2020, and a decrease in profit after tax from $146m in 2019 to $137m in 2020.

The third place is held by A2 Milk (22nd), with a ROA of 31.6 per cent (compared to 34.2 per cent in 2019), moving up from placing sixth for return on assets in 2019.

Zespri (12th) placed fourth in terms of ROA, rising from seventh place in 2019. Zespri's ROA has decreased from 29.9 per cent in 2019 to 23.0 per cent in 2020. This is due to net profit increasing from $180m in 2019 to $201m in 2020 with total assets also increasing from $677m to $1,070m.

The general trend of decreasing return on assets falls in line with the 36.9 per cent decrease in average profits, with second to 20th places for 2020 decreasing year-on-year against second to 20th places in 2019. Only the ROA for first place, held by Lotto NZ, improved year-on-year, resulting in a wider gap between first place and the remaining top placeholders.

#	Name	%
1	Lotto NZ[2]	214.0
2	TAB	102.6
3	A2 Milk (NZX:ATM)[2]	31.6
4	Zespri[2]	23.0
5	F&P Healthcare (NZX:FPH)[2]	21.8
6	Beca[2]	20.7
7	Imperial Tobacco	17.8
8	Hallenstein Glasson (NZX:HLG)[2]	17.6
9	Nestle	16.9
10	McDonald's[2]	16.1
11	Scentre (ASX:SCG)[2]	15.5
12	Emirates Airlines[2]	14.1
13	Apple	14.1
14	Bidfood	13.8
15	Mars NZ	13.8
16	AsureQuality	13.4
17	Harvey Norman (ASX:HVN)	12.2
18	APHG NZ Investments[2]	12.2
19	Briscoe Group (NZX:BGP)[2]	11.8
20	Two Degrees[2]	11.6

Return on equity

Return on Equity measures how effectively a company can generate income relative to the amount of money shareholders have invested in the firm.

It's a useful tool for investors, particularly when comparing firms within the same industry and is calculated by measuring the revenue earned against the average equity held over the past two years – to prevent changes in shareholder contributions skewing the results.

Retailer Bunnings (ranked 27th in the Top 200 Index) has taken the top spot for return on equity, moving from 13th place in 2019, with a return on equity percentage of 2639.9 per cent.

Lotto NZ (29th) has replaced mining company Oceana Gold for second place with a return on equity of 767.3 per cent.

TAB (120th), a new entrant to the top return on equity index, has placed third for return on equity of 349.1 per cent. Oceana Gold (86th) has dropped to fourth place, with a return on equity of 210.2 per cent, a decrease from last year's return on equity of 786.5 per cent.

With the entrance of TAB, Nestle (101st) now holds the fifth place spot with a return on equity of 204.0 per cent.

Last year it was ranked fourth with a return on equity of 566.6 per cent.

#	Name	%
1	Bunnings (ASX:WES)	2639.9
2	Lotto NZ[2]	767.3
3	TAB	349.1
4	Oceana Gold[2]	210.2
5	Nestle	204.0
6	Zespri[2]	87.3
7	Scentre (ASX:SCG)[2]	75.5
8	Imperial Tobacco	61.1
9	Harvey Norman (ASX:HVN)	60.2
10	Dairy Goat Co-op[2]	58.7
11	Tetra Pak[2]	49.0
12	Beca[2]	47.0
13	McDonald's[2]	40.8
14	A2 Milk (NZX:ATM)[2]	40.4
15	Two Degrees[2]	38.9
16	Mondelez[2]	37.9
17	Apple	36.9
18	Hallenstein Glasson (NZX:HLG)[2]	34.3
19	Powerco	34.2
20	Mars NZ	31.1

	#			Revenue		EBITDA	EBIT
	2020	2019	Name	$m	% change	$m	$m
▼	101	100	Nestle	433	(1.6)	58	46
▲	102	110	Ryman Healthcare (NZX:RYM)[2]	422	10.8	216	187
▲	103	114	Glencore Agriculture[2]	421	12.7	24	20
▼	104	94	Steel & Tube (NZX:STU)[2]	418	(16.1)	15	(58)
-	105	105	Inghams (ASX:ING)	406	1.1	30	23
▼	106	103	Tourism Holdings (NZX:THL)[2]	401	(5.2)	105	39
▼	107	101	Mitsubishi Motors[2]	391	(9.1)	17	13
▲	108	113	Orora (ASX:ORA)	390	3.5	61	50
▼	109	104	Spotless (ASX:DOW)	386	(8.6)	30	18
▲	110	115	Vocus (ASX:VOC)	382	4.3	69	44
▼	111	102	Mazda[2]	381	(10.6)	11	10
▲	112	128	GPC Asia Pacific[2]	377	15.4	45	24
▲	113	127	Emirates Airlines[2]	375	11.1	2	1
▼	114	108	NZME (NZX:NZM)[2]	371	(4.4)	56	(150)
▲	115	116	Northpower[2]	369	2.1	54	26
▼	116	107	Toll[2]	368	(7.4)	7	(15)
▲	117	121	Tatua Co-op Dairy	364	4.1	35	20
▲	118	122	Kura	360	4.5	68	52
▲	119	125	DHL[2]	352	2.8	43	18
▼	120	118	TAB	346	(3.1)	153	136
▲	121	117	Refining NZ (NZX:NZR)[2]	345	(4.0)	118	18
▲	122	129	WSP Opus[2]	343	6.3	60	33
▲	123	135	Mediaworks[2]	341	11.8	58	(31)
▲	124	126	Mercedes-Benz[2]	341	0.4	6	5
▼	125	123	Bupa[2]	338	(1.5)	47	31
▼	126	119	TIL Logistics (NZX: TLL)[2]	334	(5.9)	58	15
▲	127	141	Oceania Dairy[2]	333	15.2	20	(7)
▲	128	131	Pact Group (ASX:PGH)	312	(2.7)	59	44
▲	129	134	TVNZ[2]	311	0.0	179	(29)
▲	130	132	OfficeMax[2]	310	53.6	12	2
▼	131	124	Tetra Pak[2]	304	(11.5)	15	11
▲	132	147	Delegat Group (NZX:DGL)[1]	303	9.0	117	96
-	133	133	Port of Tauranga (NZX:POT)[2]	302	(3.6)	167	137
▼	134	130	Orion[2]	301	(5.8)	123	72
▲	135	138	Nissan[2]	294	(1.3)	2	1
▲	136	139	Wesfarmers Industrial (ASX:WES)	293	(0.7)	22	19
▲	137	148	EnviroWaste[2]	292	5.5	74	42
▲	138	142	Hallenstein Glasson (NZX:HLG)[2]	288	0.1	71	39
▲	139	146	Turners Automotive (NZX:TRA)[2]	285	2.3	8	(3)
▼	140	137	City Care[2]	285	(4.6)	21	9
▲	141	156	British American Tobacco[2]	284	8.0	44	43
▲	142	143	Mars NZ	281	(0.7)	46	43
▲	143	149	Allied Foods	278	0.4	24	14
▲	144	157	Martin-Brower Holdings[2]	274	5.1	3	2
▲	145	153	Singapore Airlines[2]	273	0.3	(6)	(7)
▼	146	144	C B Norwood	272	(3.1)	8	3
▼	147	136	Stuff	269	(11.0)	19	12
▲	148	161	Electrix[2]	266	6.4	28	11
▲	149	50	Shell	264	(69.5)	197	137
▲	150	155	AWF Madison (NZX:AWF)[2]	264	(1.6)	12	6

Profit after tax				Total assets			Return on assets	Total equity		Return on equity	Debt to equity	Balance date
#	$m	%	% change	#	$m	% change		#	$m			
68	31	7.1	(2.6)	165	184	1.6	16.9	180	29	204.0	5.3	Dec-19
7	265	62.7	(18.8)	5	7,677	15.4	3.7	9	2,301	11.8	2.3	Mar-20
111	12	2.9	(3.0)	146	262	12.6	4.9	125	123	10.5	1.1	Dec-19
188	(60)	(14.4)	(676.2)	127	346	6.2	(17.9)	110	181	(27.6)	0.9	Jun-20
115	11	2.8	(46.7)	157	217	9.0	5.4	124	124	9.7	0.7	Jun-19
73	27	6.8	(8.1)	91	654	8.5	4.4	75	325	9.1	1.0	Jun-20
113	12	3.0	15.3	170	176	5.4	6.8	141	98	12.5	0.8	Mar-20
54	37	9.5	3.7	126	348	8.9	11.1	89	249	15.8	0.4	Jun-19
119	9	2.5	132.0	131	319	0.7	3.0	144	90	11.0	2.6	Jun-19
81	22	5.7	44.2	106	504	3.2	4.4	109	182	12.4	1.8	Jun-19
132	7	1.9	89.3	182	136	(2.4)	5.2	158	64	11.6	1.1	Mar-20
102	14	3.8	(10.3)	98	564	101.5	3.4	99	221	6.7	1.6	Dec-19
158	1	0.3	341.8	199	10	42.8	14.1	197	-	-	-	Mar-20
194	(165)	(44.5)	(1,527.3)	124	354	(23.5)	(40.5)	127	116	(81.9)	2.0	Dec-19
99	17	4.5	(32.9)	96	571	24.6	3.2	84	288	5.9	1.0	Mar-20
179	(18)	(4.9)	(82.9)	133	306	43.9	(7.0)	192	11	(75.8)	26.1	Mar-20
110	12	3.4	111.0	148	256	0.3	4.8	161	61	22.5	3.2	Jul-19
64	32	8.9	32.6	72	821	1.7	4.0	58	448	7.3	0.8	Sep-19
130	7	2.1	52.2	143	279	16.8	2.9	174	35	23.4	6.9	Dec-19
19	137	39.5	(6.3)	180	136	4.9	102.6	183	25	349.1	4.5	Jul-19
146	4	1.2	(85.9)	47	1,381	(0.7)	0.3	38	757	0.5	0.8	Dec-19
101	15	4.3	51.7	120	371	14.5	4.2	138	101	15.8	2.7	Dec-19
182	(25)	(7.4)	(356.8)	97	569	62.1	(5.5)	85	273	(10.3)	1.1	Dec-19
151	3	0.9	91.7	169	176	8.0	1.8	184	25	12.9	6.1	Dec-19
89	19	5.6	102.1	41	1,445	5.0	1.3	57	455	4.2	2.2	Dec-19
156	3	0.8	(42.5)	128	345	95.4	1.0	173	37	7.0	8.3	Jun-20
176	(10)	(3.1)	0.6	112	451	5.3	(2.4)	64	399	(2.7)	0.1	Dec-19
75	26	8.3	(34.5)	104	509	5.7	5.2	131	113	23.6	3.5	Jun-19
183	(26)	(8.3)	(998.9)	134	295	(2.9)	(8.6)	95	230	(10.8)	0.3	Jun-20
169	(2)	(0.5)	58.3	187	126	(4.2)	(1.3)	191	15	(10.2)	7.4	Dec-19
129	7	2.5	23.4	194	85	(10.9)	8.2	189	16	49.0	4.3	Dec-19
36	64	21.2	37.0	74	819	3.0	7.9	63	405	16.8	1.0	Jun-20
27	90	29.8	(10.5)	32	1,817	3.9	5.0	23	1,164	7.7	0.6	Jun-20
44	48	16.1	0.9	50	1,243	2.9	3.9	41	671	7.2	0.9	Mar-20
142	5	1.7	(57.6)	150	243	(3.4)	2.0	107	189	2.7	0.3	Mar-20
106	13	4.4	(41.9)	172	171	0.3	7.6	154	71	19.0	1.4	Jun-19
86	19	6.6	132.3	79	799	9.6	2.5	91	243	8.2	2.3	Dec-19
72	28	9.7	(4.3)	160	211	102.2	17.6	147	87	34.3	1.4	Aug-20
83	21	7.3	(7.8)	84	708	8.3	3.1	98	223	9.3	2.2	Mar-20
139	6	2.0	875.7	185	130	25.1	4.8	162	59	9.9	1.2	Jun-20
77	25	8.7	(5.9)	60	945	22.4	2.9	120	138	17.8	5.8	Dec-19
71	28	10.1	(7.6)	163	197	(7.9)	13.8	136	105	31.1	0.9	Dec-19
117	10	3.6	(53.5)	181	136	(7.6)	7.0	135	110	8.9	0.2	Sep-19
159	1	0.3	849.4	196	69	26.5	1.3	194	9	9.3	6.6	Dec-19
177	(11)	(4.0)	(178.3)	200	8	(45.4)	(94.1)	198	(6)	(986.0)	2.4	Mar-20
161	1	0.3	109.1	168	176	(2.6)	0.4	156	71	1.1	1.5	Dec-19
141	5	2.0	107.4	173	161	8.4	3.5	146	87	6.3	0.8	Jun-19
122	9	3.3	46.7	189	107	27.2	9.1	171	41	21.9	1.6	Dec-19
26	91	34.4	(93.5)	58	967	(59.5)	5.4	36	793	12.2	0.2	Dec-19
154	3	1.0	33.0	183	135	41.6	2.3	175	34	7.8	3.0	Mar-20

Top 200 Indices

Newcomers

As usual, there are a number of companies making a debut on the Deloitte Top 200 Index, with 13 companies added in 2020.

Microsoft entered the index at the highest rank (95th) with revenue of $462m.

Horizon Energy entered the index at the second highest rank (163th) with revenue of $251m. Fleet NZ came in at 171st, with revenue of $242m. Seeka (175th) came in as the fourth highest newcomer, with revenue of $237m.

The rest of the new entries were:

Simsmetal Industries (181st), Scott Technology (182nd), Kordia (183rd), McConnell Dowell (187th), Baxter Healthcare (190th), Mitre 10 (193rd), Progress Capital (194th), Sistema (196th), and Airwork (200th).

#	Name	$m
95	Microsoft	462
163	Horizon Energy[2]	251
171	Fleet NZ (ASX:ECX)	242
175	Seeka (NZX:SEK)[1]	237
181	Simsmetal Industries (ASX:SGM)	226
182	Scott Technology (NZX:SCT)[2]	225
183	Kordia[2]	223
187	McConnell Dowell	220
190	Baxter Healthcare[2]	219
193	Mitre 10[2]	214
194	Progress Capital[2]	213
196	Sistema[2]	207
200	Airwork[2]	200

Just missed the cut

The 200th place in the 2020 Deloitte Top 200 is held by Airwork, which recorded $200m in revenue. This compares to Juken, which was last year's 200th-ranked company on the Index, with $206m in revenue in 2019.

Missing the cut - by just $1m - was Aurecon (201st) and Huawei (202nd), recording revenue of $199m.

Kia Motors (203rd), Pushpay (204th), Skyline Enterprises (205th) and Comvita (206th) were close to breaking into the Top 200 Index in the current year, all achieving revenue around the $196m - $198m mark. Of these companies, Kia Motors and Skyline Enterprises have fallen out of the Top 200 in 2020, previously holding 198th and 176th places respectively in 2019.

Other narrow misses include Oceania Healthcare (207th), Sumitomo Capital (208th), Rexel (209th), and Sealed Air (210th), all with revenue above the $191m mark.

#	Name	$m
1	Aurecon[2]	199
2	Huawei[2]	199
3	Kia Motors[2]	198
4	Pushpay (NZX:PPH)[2]	197
5	Skyline Enterprises[2]	196
6	Comvita (NZX:CVT)[2]	196
7	Oceania Healthcare (NZX:OCA)[2]	194
8	Sumitomo Chemical[2]	193
9	Rexel[1]	192
10	Sealed Air[2]	191
11	Dulux	190
12	Wilson Parking	189
13	Daiken[2]	189
14	Whakatane Mill[2]	188
15	First Gas	187
16	Kuehne + Nagel[2]	186
17	Nokia[2]	186
18	Beach Energy (ASX:BPT)	186
19	Bakels Edible Oils[2]	186
20	Honda[2]	186

	#			Revenue		EBITDA	EBIT
	2020	2019	Name	$m	% change	$m	$m
▲	151	159	APHG NZ Investments[2]	263	1.6	61	49
▲	152	162	Trade Me[2]	263	(2.0)	152	43
▲	153	163	Millstream Equities	261	4.4	40	26
▲	154	158	Linde Holdings[2]	259	(0.1)	83	52
▼	155	150	IBM[2]	258	(6.6)	53	29
▲	156	170	URC Holdings[2]	258	5.8	40	22
▲	157	192	AsureQuality	256	0.7	38	29
▼	158	154	Metro Performance Glass (NZX:MPG)[2]	255	(4.8)	41	(68)
▲	159	167	LIC[2]	254	3.0	48	20
▼	160	151	Sumitomo Forestry[2]	253	(8.2)	4	(8)
▲	161	165	Unison Networks[2]	253	2.2	90	55
▲	162	168	Skellerup (NZX:SKL)[2]	251	2.3	55	42
-	163	-	Horizon Energy[2]	251	28.5	30	16
▲	164	171	Landcorp[2]	251	4.1	25	(10)
▼	165	160	McDonald's[2]	247	(2.1)	132	107
▲	166	173	NZPM Group[2]	246	6.0	17	6
▲	167	178	Dairy Goat Co-op[2]	246	6.8	25	16
▼	168	145	Abano Healthcare (NZX:ABA)[2]	244	(12.6)	26	(41)
▼	169	140	CablePrice[2]	244	(16.5)	1	(5)
▲	170	172	Kiwi Property (NZX:KPG)[2]	244	2.6	n/a	(133)
-	171	-	Fleet NZ (ASX:ECX)	242	4.5	119	17
▼	172	169	Nobilo[2]	239	(2.7)	72	47
▲	173	186	Kerbside Papers	238	9.3	(1)	(16)
▲	174	175	Bridgestone[2]	238	2.6	35	19
-	175	-	Seeka (NZX:SEK)[1]	237	16.3	34	17
▲	176	200	Juken[2]	237	15.0	16	6
▼	177	174	JB Hi-Fi (ASX:JBH)	236	2.0	2	1
▼	178	164	Ixom Operations[2]	235	(5.7)	37	25
▲	179	185	CDL Hotels[2]	230	4.9	94	84
▲	180	181	Weyville Holdings	228	(0.2)	15	8
-	181	-	Simsmetal Industries (ASX:SGM)	226	123.2	12	7
-	182	-	Scott Technology (NZX:SCT)[2]	225	23.8	20	11
-	183	-	Kordia[2]	223	9.6	31	10
▼	184	182	Compass Group	222	(2.7)	14	10
▲	185	193	Westcon[2]	222	4.7	5	4
▲	186	197	WEL Networks[2]	221	6.0	124	72
-	187	-	McConnell Dowell	220	15.4	7	4
▼	188	177	Ports of Auckland[2]	220	(4.9)	80	48
▼	189	179	Philip Morris[2]	219	(4.4)	2	1
-	190	-	Baxter Healthcare[2]	219	6.6	14	9
▼	191	188	Unilever[2]	217	0.1	12	9
▼	192	190	Asaleo Care (ASX:AHY)[2]	215	1.1	25	8
-	193	-	Mitre 10[2]	214	5.6	13	0
-	194	-	Progress Capital[2]	213	6.9	31	27
▼	195	187	Visy Glass[2]	212	(2.7)	39	10
-	196	-	Sistema[2]	207	1.2	65	46
▼	197	191	Mondelez[2]	205	(3.5)	14	10
▼	198	180	Airways[2]	204	(11.1)	38	(41)
▼	199	196	NZ Sugar[2]	202	(3.3)	35	26
-	200	-	Airwork[2]	200	13.7	85	42

Profit after tax				Total assets			Return on assets	Total equity		Return on equity	Debt to equity	Balance date
#	$m	%	% change	#	$m	% change		#	$m			
59	34	13.1	(5.4)	142	280	(1.5)	12.2	100	216	15.2	0.3	Jun-19
187	(60)	(22.7)	(181.9)	23	2,936	228.3	(3.1)	24	1,158	(6.5)	1.5	Jun-20
93	18	6.9	82.1	81	724	0.9	2.5	46	579	3.2	0.2	Jun-19
62	33	12.8	15.6	88	689	6.4	4.9	62	410	8.4	0.7	Dec-19
84	20	7.7	66.1	137	292	(4.4)	6.7	134	110	16.2	1.6	Dec-19
133	7	2.7	37.7	78	813	0.2	0.9	77	312	4.5	1.6	Dec-19
85	20	7.8	(23.1)	174	159	14.7	13.4	148	86	23.8	0.8	Jun-20
189	(78)	(30.5)	(1,644.3)	147	258	(10.0)	(28.6)	151	77	(66.6)	2.4	Mar-20
95	17	6.9	(21.1)	117	380	(0.2)	4.6	83	290	6.0	0.3	May-20
173	(6)	(2.4)	(124.3)	105	508	(4.6)	(1.2)	54	470	(1.3)	0.1	Dec-19
65	32	12.7	(0.0)	62	928	11.3	3.6	59	446	7.3	1.1	Mar-20
70	29	11.6	0.0	140	284	10.3	10.8	108	185	16.0	0.5	Jun-20
108	13	5.0	26.7	145	269	15.7	5.0	122	132	9.7	1.0	Mar-20
180	(24)	(9.6)	(118.2)	29	1,938	8.8	(1.3)	18	1,347	(1.7)	0.4	Jun-20
33	70	28.5	6.2	102	517	45.0	16.1	102	208	40.8	1.5	Dec-19
166	0	0.1	(90.4)	178	146	62.8	0.2	186	21	1.3	6.1	Mar-20
107	13	5.2	114.9	130	321	23.1	4.4	193	10	58.7	32.0	May-20
186	(49)	(20.0)	(735.9)	115	401	16.3	(13.1)	142	96	(38.9)	3.2	May-20
171	(3)	(1.2)	(130.1)	167	181	2.2	(1.6)	169	48	(5.3)	2.8	Mar-20
196	(187)	(76.6)	(235.2)	19	3,156	(2.5)	(5.8)	13	1,972	(9.3)	0.6	Mar-20
174	(9)	(3.6)	(244.4)	83	715	(4.8)	(1.2)	119	142	(5.8)	4.0	Sep-19
76	25	10.6	(1.3)	75	818	22.7	3.4	68	363	7.1	1.3	Feb-20
181	(25)	(10.3)	(3.9)	119	374	1.0	(6.6)	199	(23)	(224.8)	17.1	Jun-19
109	12	5.2	1.4	156	222	47.4	6.7	139	99	12.1	1.2	Dec-19
134	7	2.9	3.5	121	368	22.4	2.1	116	155	4.5	1.4	Dec-19
125	8	3.5	141.2	107	498	7.6	1.7	79	306	2.7	0.6	Mar-20
160	1	0.3	321.2	198	48	(9.2)	1.5	177	31	2.5	0.5	Jun-19
105	13	5.5	(25.2)	154	225	10.7	6.0	152	74	17.7	2.0	Sep-19
38	62	27.1	0.6	56	1,008	12.2	6.5	35	806	8.1	0.2	Dec-19
148	3	1.5	(67.6)	158	214	1.1	1.6	128	114	3.0	0.9	Jun-19
147	4	1.5	(75.6)	186	127	(1.8)	2.7	170	47	7.7	1.7	Jun-20
123	9	3.8	(20.1)	159	213	9.7	4.2	133	112	7.9	0.9	Aug-19
118	10	4.3	6,558.4	161	205	23.9	5.2	140	98	10.3	1.1	Jun-20
128	8	3.4	(1.3)	195	76	(6.1)	9.7	178	30	22.2	1.5	Sep-19
153	3	1.2	65.0	197	56	(22.9)	4.2	182	27	10.6	1.1	Feb-20
57	35	16.0	12.8	48	1,329	7.0	2.8	49	570	6.3	1.3	Mar-20
144	4	2.0	161.8	192	91	38.9	5.6	187	21	28.0	3.4	Jun-19
79	23	10.5	(57.3)	40	1,452	1.4	1.6	34	821	2.8	0.8	Jun-20
165	0	0.1	119.2	193	89	62.7	0.4	196	1	26.5	72.0	Dec-19
136	7	3.0	59.3	191	93	8.7	7.4	164	54	13.0	0.7	Dec-19
137	6	2.9	22.3	190	101	6.1	6.5	163	57	11.2	0.8	Dec-19
152	3	1.3	125.2	155	222	0.3	1.3	155	71	3.9	2.1	Dec-19
170	(2)	(0.8)	(133.2)	65	870	217.6	(0.3)	129	113	(1.5)	6.7	Jun-20
92	19	8.7	5.1	166	183	17.1	10.9	150	79	26.8	1.3	Dec-19
145	4	2.0	(80.8)	125	350	(5.6)	1.2	130	113	3.9	2.1	Dec-19
90	19	9.0	(33.5)	61	937	136.8	2.8	80	303	5.6	2.1	Dec-19
155	3	1.2	140.2	176	154	(15.4)	1.5	195	8	37.9	18.3	Dec-19
184	(31)	(15.4)	(232.8)	123	360	41.9	(10.2)	111	175	(19.7)	1.1	Jun-20
87	19	9.5	2.5	171	172	(1.5)	11.1	117	152	12.7	0.1	Dec-19
74	26	13.2	(0.3)	90	658	38.2	4.7	88	261	12.7	1.5	Dec-19

DELOITTE TOP 200 INDEX

General criteria
To be included in the Deloitte Top 200 Index or the Deloitte Top 30 Financial Institutions Index, entities must operate for a commercially determined profit and must be a for profit entity as defined by the External Reporting Board (XRB). The following general points apply to all the Deloitte Top 200 indices.

- The audited financial statements must be prepared as a going concern.
- The entities will generally but not always be liable for tax on earnings.
- Entities that have operated for less than 12 months are not included.
- Entities fully owned by another NZ entity are excluded if they are reported as a consolidated group.
- In some instances, where inclusion of separate results is deemed to be more meaningful, because the entity in question competes with other similar NZ entities, and where separate figures are available, these have been used and the holding entity results excluded.
- N/A is used where figures were either not disclosed by the entity or could not be calculated from the disclosed information.
- An "-" indicates the entity was not ranked last year.

Deloitte Top 200 Index
The Deloitte Top 200 Index consists of New Zealand's largest entities ranked by revenue. These entities include publicly-listed companies, large unlisted entities, NZ subsidiaries and branches of overseas companies and the commercial operations of Māori entities. It also includes producer boards, co-operatives, local authority trading enterprises and state-owned enterprises.

All figures are the latest available, verified and audited. We recognise that various entities evaluate their own performance using measures specific to their business. For comparability and simplicity we have adopted a relatively simple calculation methodology focusing on understood financial measures.

- Revenue: as disclosed in the entity's Statement of Comprehensive Income (excludes gross commission sales).
- EBITDA: earnings before net interest income/expense, tax, depreciation and amortisation and impairments of property, plant and equipment or intangible assets.
- EBIT: earnings before net interest income/expense and tax. Not shown for the financial institutions.
- Profit after tax: as disclosed in the Statement of Comprehensive Income.
- Profit after tax %: calculated as profit after tax divided by revenue.
- Total assets: as disclosed in the entity's Statement of Financial Position. Includes current and non-current assets, investments, tangible and intangible assets, deferred tax assets and goodwill.
- Return on assets (ROA): calculated as profit after tax divided by average total assets over the period. Average total assets are calculated by adding the total assets at the beginning of a period to the total assets at the period's end and dividing the result by two. For an entity that has operated for only one year, the first year total assets figure is used as an approximate.
- Total equity: as disclosed in the entity's Statement of Financial Position including non-controlling (minority) interests. For NZ branches of overseas companies, the amount shown as owing to head office is deemed equity.
- Return on equity (ROE): calculated as profit after tax divided by average shareholder's equity over the period. Average shareholders' equity is calculated by adding the shareholders' equity at the beginning of a period to the shareholders' equity at the period's end and dividing the result by two. For an entity that has operated for only one year, the first year total equity figure is used as an approximate.
- Debt to equity ratio: calculated as total liabilities divided by shareholder's equity as disclosed in the entity's Statement of Financial Position.

Deloitte Top 30 Financial Institutions Index
The Deloitte Top 30 Financial Institutions Index consists of New Zealand's largest banks, finance and insurance companies ranked by total assets. These results are based on these entity's legal set of accounts and not those accounts which include funds under management (i.e. accounts which include assets that are not legally owned by that entity but administered by it).

Deloitte Top 10 Māori Business Index
The Deloitte Top 10 Māori Business Index consists of New Zealand's largest Māori entities ranked by total assets. These results are for the ultimate holding entity, including both commercial and non-commercial operations and could be prepared under either 'for profit' or 'public benefit entity (PBE)' reporting regimes.

For an entity to qualify for the Deloitte Top 10 Māori Business Index, first the entity needs to identify themselves as Māori. Then we look more closely at four attributes; stakeholders, kaupapa, ownership and results - what we call the Māori business SKOR.

2020 data changes
In the current year, there was one new accounting standard that had a major impact on the current year and, for some entities, the prior year figures.

NZ IFRS 16 Leases is effective for reporting periods beginning on or after 1 January 2019. The standard requires entities to bring their operating lease assets and liabilities on to the balance sheet where they were previously reflected as off balance sheet commitments. The impact of NZ IFRS 16 is to increase assets, liabilities, EBITDA and EBIT.

Companies that have adopted this accounting standard have been indicated in the Top 200 indices based on the below key:
1. Entity adopted NZ IFRS 16 during the year and the comparative numbers have been restated;
2. Entity adopted NZ IFRS 16, however, the comparative numbers have not been restated.

Covid-19 considerations
The preparation of the 2020 Top 200 indices has been impacted by Covid-19 as follows:
1. Results for companies with a balance sheet date of 31 March 2020 or after are likely to have been impacted by the Covid-19 related business disruption. This effect is likely to have impacted the ranking of these companies on the Top 200 Index. It also makes it difficult to compare their performance with companies with a balance sheet date earlier than 31 March 2020.
2. In some cases, Covid-19 has also delayed reporting of annual results. This may have contributed to the latest financial statements for certain entities not being available by the data collection cut-off date and therefore has resulted in some companies (e.g. Vodafone, Heinz, NZ Investment Holdings, Tasman Liquor, and others) not being included on the Top 200 Index for 2020.


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TOP 30 FINANCIAL INSTITUTIONS INDEX

This year's Top 30 Financial Institutions Index sees the return of Mercedes-Benz Financial Services, claiming 23rd place. There were no other new additions to the Index this year. Last year there were three new additions.

The Top 30 have once again grown their total asset bases, this year by $44,266m from $557,606m in 2019 to $601,873m in 2020. This is a 7.9 per cent increase compared to the 4.0 per cent increase from 2018 to 2019.

Once again, the top bank is ANZ, holding assets of $169,416m which has increased by 6.5 per cent from its 2019 total asset value of $159,012m. ANZ sits comfortably at the top spot with a $60,304m gap in total asset values between first place and second place (BNZ). Furthermore, ANZ also outpaces all other banks in terms of profit and equity.

The second spot in the Index is BNZ for the second year in a row, with total assets of $109,112m. This is an increase of 9.1 per cent from total assets of $99,991m in the previous year.

Westpac and ASB are the next top financial institutions with $106,762m and $105,212m of total assets respectively. This year has seen them trade third and fourth places between themselves, with Westpac overtaking ASB in the current year, after reporting total assets of $96,656m and $98,467m in 2019 respectively.

All of the big four banks: ANZ, BNZ, Westpac and ASB have seen an increase in their total assets of 6.5 per cent, 9.1 per cent, 10.5 per cent and 6.9 per cent respectively.

Of the big four banks, ANZ and Westpac have the two highest return on assets ratios, both of 1.1, while BNZ and Westpac have the highest return on equity ratio of 13.3.

Kiwibank has retained its fifth-place spot with total assets of $25,510m. Kiwibank's total assets have increased by 12.2 per cent from $22,734m in 2019.

Cumulative profits for the top 30 financial institutions have decreased by 7.5 per cent from $6503m in 2019 to $6014m in 2020.

Of the top four financial institutions, only Westpac has increased its profit year-on-year, increasing 1.1 per cent from $1117m to $1129m. ANZ reported a decrease in profit from $1953m to $1819m (-6.9 per cent), BNZ reported a decrease in profit from $1029m to $1022m (-0.7 per cent) and ASB has decreased profit from $1274m to $958m (-24.8 per cent). Cumulative equity has increased by 5.7 per cent from $47,263m in 2019 to $49,934m in 2020.

The top 10 financial institutions have remained the same 10 entities from 2019 to 2020.

HSBC has reclaimed eighth place after dropping to ninth in 2019. This is due to a 10.1 per cent increase in total assets. HSBC's total assets have increased from $6030m in 2019 to $6642m in 2020.

MUFG Bank has claimed ninth place in 2020 (up from tenth in 2019), reporting an increase in total assets of 21.0 per cent from $5383m in 2019 to $6516m in 2020.

AMP life has increased total assets by 3.5 per cent to $6315m from $6100m in 2019 and is ranked tenth this year (down from eighth in 2019).

It is noted that certain financial institutions may have released unaudited earnings announcements that are not reflected in the indices or commentary above.

	# 2020	# 2019	Name	Total assets $m	Total assets % change	Return on assets	Total equity $m	Return on equity	Profit after tax $m	Balance date
-	1	1	ANZ (NZX:ANZ)	169,416	6.5	1.1	14,430	13.2	1,819	Sep-19
-	2	2	BNZ (ASX:NAB)	109,112	9.1	1.0	7,933	13.3	1,022	Sep-19
▲	3	4	Westpac (ASX:WBC)	106,762	10.5	1.1	8,657	13.3	1,129	Sep-19
▼	4	3	ASB (ASX:CBA)[2]	105,212	6.9	0.9	7,883	12.2	958	Jun-20
-	5	5	Kiwibank[2]	25,510	12.2	0.2	1,570	3.7	57	Jun-20
-	6	6	Rabobank[2]	12,544	4.7	0.7	1,668	5.5	89	Dec-19
-	7	7	TSB Bank[2]	8,179	4.6	0.4	680	4.6	31	Mar-20
▲	8	9	HSBC[2]	6,642	10.1	0.6	24	161.1	40	Dec-19
▲	9	10	MUFG Bank[2]	6,516	21.0	0.5	222	14.8	30	Mar-20
▼	10	8	AMP Life[2]	6,315	3.5	(0.4)	723	(3.3)	(25)	Dec-19
▲	11	12	Heartland Bank (NZX:HBL)[2]	5,318	7.9	1.4	700	10.5	72	Jun-20
▼	12	11	IAG (ASX:IAG)	5,102	(3.2)	4.6	626	35.5	237	Jun-19
-	13	13	SBS Bank[2]	4,942	3.9	0.4	331	5.7	19	Mar-20
-	14	14	AIA International NZ[2]	3,174	1.2	(1.0)	961	(3.1)	(30)	Dec-19
▲	15	16	Co-operative Bank[2]	2,980	7.0	0.2	202	3.4	7	Mar-20
▼	16	15	Suncorp Group Holdings (ASX:SUN)[2]	2,789	0.4	7.7	598	36.8	216	Jun-20
▲	17	19	ICBC[2]	2,282	6.8	1.0	257	9.4	23	Dec-19
-	18	18	Bank of China[2]	2,152	0.7	1.4	250	13.1	31	Dec-19
▲	19	20	JPMorgan Chase Bank[2]	2,004	11.0	0.5	-	-	9	Dec-19
▲	20	21	Latitude Financial Services[2]	1,892	4.9	0.9	42	46.2	16	Dec-19
▲	21	22	China Construction Bank[2]	1,863	19.8	0.7	228	5.5	12	Dec-19
▼	22	17	Citibank[2]	1,719	(20.3)	0.9	183	9.3	17	Dec-19
-	23	-	Mercedes-Benz Financial Services[2]	1,470	114.0	2.4	205	19.7	26	Mar-20
-	23	23	Toyota Finance[2]	1,470	11.3	1.8	205	13.4	26	Mar-20
▼	25	24	FlexiGroup (ASX:FXL)	1,238	4.3	3.5	284	15.5	42	Jun-19
-	26	26	QBE Insurance (ASX:QBE)[2]	1,180	14.3	4.0	328	14.2	44	Dec-19
▲	27	28	Partners Life	1,076	22.0	5.6	496	11.8	55	Mar-20
▼	28	27	Pastel Holdings[2]	1,057	1.3	2.5	113	22.7	26	Dec-19
▼	29	25	Swiss Re Life & Health[2]	1,050	(9.2)	1.5	133	13.1	16	Dec-19
▼	30	29	Deutsche Bank[2]	909	3.3	-	3	-	-	Dec-19

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Fran O'Sullivan

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