



Champions for
Change



2018 PROGRESS REPORT

Raising the value of
inclusiveness and diversity
throughout the New Zealand
business community



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Disclaimer
This Champions for Change 2018 Progress Report (‘Report’) is intended to summarise the results, progress and initiatives the Champions for Change lead (based on certain information we have sourced from our partners) and has been prepared solely for information purposes. This Report does not purport to contain all of the information relating to the subject matters contemplated by it and does not constitute (and may not be relied upon as) professional advice. Whilst care has been taken in the preparation of this Report, neither New Zealand Global Women, Champions for Change nor any of their board or other members, officers, employees, sponsors, partners, agents or advisers has any liability in relation to, nor do any of them give any representation or warranty (express or implied) as to, the accuracy, completeness, reliability, adequacy or reasonableness of any statements, opinions, information or matters (express or implied) contained in, or derived from, or any omissions from, this Report.

Cover image credits
Image one features SkyCity Entertainment Group CEO and Champion for Change, Graeme Stephens, being welcomed to his role through a traditional Powhiri with Ngati Whatua. Image two features Champion Angela Mentis, CEO BNZ.

From the Co-Chairs

It is with tremendous pleasure that we open year three of the Champions for Change programme with the launch of our Progress Report (the report). Champions for Change was formed with a shared vision to achieve a new generation of diverse leaders driving New Zealand’s economic growth and social prosperity. The report summarises the results, progress, and initiatives that the Champions continue to lead, with tangible outputs that demonstrate a commitment to diversity and inclusion (D&I) that goes beyond the rhetoric.

Representing almost 100,000 direct employees in New Zealand, each of the 57 CEOs and Chairs who are committed as Champions for Change across 44 private and public sector organisations, in their way, approaches diversity and inclusion as a personal mission.

Each Champion has committed to lead change from the top, to hold themselves, and key management and leaders within their business, accountable for diversity performance objectives. This report, consistent with the Champions for Change commitment to transparency and accountability, summarises their collective actions and progress.

By coming together to share their efforts publicly, Champions are providing strong leadership to New Zealand organisations and across the New Zealand community. This report records their combined efforts across each of the four initially agreed workstreams:

- **Sharing the case for change:** Communicating the business value of inclusive and diverse work environments to our organisations, our sectors, and other business leaders
- **Creating measurement and accountability:** Holding ourselves accountable, internally and externally, for change
- **Mainstreaming inclusive and flexible work cultures:** Ensuring that our work cultures are inclusive and flexible, allowing individuals to bring their whole, authentic selves to work
- **Growing talent pools:** Investing in new initiatives to bring diverse people into our organisations and support their development into leaders within an inclusive culture

It is wonderful to see the significant work that has been undertaken within and outside of the Champion organisations. Our sincere thanks to the Champions who have shared their feedback and insights to build this report and who continue to show commitment to raising the value of diversity and inclusiveness throughout the wider business community. There is so much more we can and will do.

Champions for Change has great aspirations moving forward, and we look forward to building on the activities of the past two years.



Dame Jenny Shipley and David McLean
Co-Chairs, Champions for Change

Champions for Change

Reporting period: 1 January 2016 – 31 December 2017

57

Champions for Change

Chairs and CEOs championing diversity and inclusion

100,000

Employees represented

Across 44 public and private sector organisations

100%

Commitment to report

All organisations have committed to report gender and ethnicity data

83%*

Formal workplace flexibility

Number of organisations with strategy, policy and procedures in place

26%

Female representation

15 of 57 Champions are female Chairs and CEOs

48%*

All roles flexible

Number of organisations with all roles eligible for flexibility

92%*

Diversity data in annual reports

Number of organisations who include diversity data in their annual report

17,500

Website visits

Unique visits to the Champions for Change and Flexibility Toolkit** sites since launch

*Percentage based on response rate of 70%

**Flexibility Toolkit launched in September 2017

Note: Data summary as at 31 December 2017

Our workstreams

Our vision is to achieve a new generation of diverse private and public sector leaders driving New Zealand's economic growth and social prosperity.

Our theory for change includes having the right Champions to encourage an environment that connects the right people (diversity in hiring) with the right support (appropriate development of diverse leaders) within the right environment (inclusive and flexible).

Our initial workstreams, as agreed in March 2016, describe a set of themes we are focusing on to change the conversation in order to achieve our vision.

Our commitments to change



Sharing the case for change

Champion organisations have stepped up their efforts to embed diversity and create inclusive environments. Linked with organisational internal wellbeing programmes, annual reports, sustainability reports, and commercial success, D&I also features as a topic of internal blogs, the intranet, internal videos, articles, and Yammer groups. In some instances, a large proportion of internal newsletters include a diversity message or celebrate gender equality.

Diversity and inclusion is proven to lead to better commercial results

Diversity and inclusion is proven to lead to better social and economic outcomes. While New Zealand is rich in diversity, right now, our businesses are not bringing a broader range of people into senior leadership roles and taking advantage of their wider skills and knowledge. To communicate the business value of diversity to Champion organisations, sectors and other business leaders, Champions for Change worked with AUT Business School and Dr. Candice Harris, to develop a Case for Change. The full set of Case for Change materials are publicly available on the Champions for Change website.

Voice and visibility – making a compelling case for change

Champions have taken the opportunity to speak about, and profile, their commitment to D&I within and outside of their organisations. These are some of their stories:

- In December 2017, **Westpac** made gender diversity in business front page news with a message about women's underrepresentation in the New Zealand Herald that was hard to ignore. Readers woke to find a bare-looking paper with only 29% of its content on the cover. There were no images and no byline to the cover story that was also missing chunks of text. The 29% of content is equivalent to the percentage of women business leaders in New Zealand. The finding came from a study by **Deloitte**, commissioned by Westpac New Zealand, that asked 500 businesses to share their thoughts on women in leadership.
- At **PwC**, D&I is embedded into the organisational culture, with initiatives actively woven into all key internal communications. It is also a regular discussion topic at Executive and Board meetings.
- **Fletcher Building** includes a D&I activity in each corporate induction session. In the last six months they have held nine events to connect, challenge and inspire women across New Zealand and Australia.
- Simon Moutter of **Spark** speaks regularly about the importance of Diversity and Inclusion in the workforce, both internally and publicly. He has also been quoted in numerous media articles on the back of his 'Facing Uncomfortable Truths' speech at the 1 Day for Change conference.

- In the public sector, the launch of the **Treasury's** organisational strategy in early 2017 was an opportunity to highlight to staff that D&I is one of their strategic priorities as an organisation. Champion for Change, Gabriel Makhoul's commitment to D&I has been referenced in a number of high profile pieces, including an op-ed in The Herald in March 2017, and an interview on a Pacific radio station.
- Workshops and roadshows around the country have been quoted as a successful way of raising D&I awareness across the energy sector. **Contact Energy** undertook several internal workshops throughout the country and interviewed a sample of leaders following each workshop. Prior to the workshops, during his annual roadshows around the country, CEO Dennis Barnes took time to discuss with their personnel the current state of inclusion and diversity in Contact and the intent of the workshops.
- **AUT** addressed its Faculty about respect and inclusion on Pink Shirt Day in May 2017 and hosted an Anti-Bullying and Harassment Workshop.
- In early 2018, **Russell McVeagh** became a focus of public attention regarding sexual harassment in the workplace. The incidents that occurred had a profound effect on the women involved and the wider firm. The firm have expressed their heartfelt apologies to those involved. At Russell McVeagh's request, Dame Margaret Bazley has been tasked with conducting an external review into sexual harassment at the firm. Senior management have charged themselves with acting upon the review's recommendations and leading both behavioural and cultural change; their intention is to create a workplace culture that every member of staff is eager to be a part of.
- **Fonterra** has introduced an annual Diversity & Inclusion Week anchored around International Women's Day to raise awareness of the importance of diversity and inclusion among its 22,000 employees. All sites are provided tool-kits and encouraged to get involved in activities and events which in turn generate inspiring stories, celebrations and thought provoking conversations. CEO Theo Spierings provides a wrap-up of the highlights from across the Co-op and shares his own thoughts in his weekly all-staff blog.
- **IBM** Champion, Mike Smith, discusses the importance of having diverse views to contribute to the successful running of the company as part of his regular CEO updates.

Companies with a high ethnic diversity are **33% more likely to have higher than average market share** and companies with high gender diversity are **38% more likely to have higher than average market share**.



more ethnic diversity
= more market share



more gender diversity
= more market share

- **KPMG** Champion, Ross Buckley, has profiled the firm's inclusion and diversity initiatives at all staff and partner roadshows during 2016 and 2017, ensuring that all team members are aware of the critical importance of D&I to the KPMG leadership team, and of the firm's ongoing commitment to having a strong and inclusive culture at KPMG.

Public advocacy – sending the right messages, internally and externally

- **ACC** brought together all 50 of their senior leaders for a day at Kōkiri Marae, Seaview, to share the case for change, discuss diversity and inclusion, hear from their customers and raise awareness and expectation of their leaders. Following this session, the conversation has been rolled out to 550 ACC people leaders in a series of Manager Workshops at various marae. CEO, Scott Pickering has been the opening speaker at the workshops along with other members of the Executive Leadership Team. Scott and other executives have also spoken at various other forums within ACC and across the state sector.
- **AUT's** Professor Gail Pacheco co-authored a report commissioned by the **Ministry for Women** on the gender pay gap in New Zealand, published in March 2017. The Faculty's New Zealand Research Institute annually undertakes the UN Women's Empowerment Principles Survey, to uncover policies and practices within New Zealand's largest organisations on behalf of United Nations Women.
- Barbara Chapman of **ASB** spoke at the INFINZ Women in Finance Services in March 2017.
- **Auckland Council** was part of the panel at the Inaugural Auckland Women in the Public Sector Leadership Conference in October 2017. Over 500 attendees from the wider Auckland public sector and the Prime Minister delivered the closing speech. CEO, Stephen Town, has encouraged his staff to speak out on D&I, including representation at a Diversity & Inclusion Conference, an ANZSOG Seminar, and at a Global Leadership Course run by Auckland University.
- **Bell Gully** participated in the International Bar Association Conference in October 2017 and at ILANZ forums throughout the year.
- As the sole female CEO at the head of an NZX50 company, **Chorus** CEO, Kate McKenzie, is often interviewed and quoted in media articles.
- **Deloitte** launched their inaugural Women in Leadership programme and sponsored the Top 200 Awards with a specific D&I Award.
- **Fonterra** has sponsored the Dairy Woman of The Year Awards, organised by the Dairy Women's Network since 2012, which recognises the vital role women play in the dairy industry. The Co-op is also actively involved with Rural Women NZ (RWNZ) and the Agri-Women's Development Trust.

“By championing gender and diversity reporting, individually and collectively, we will have a stronger understanding of the diversity of our workforce and be able to track our progress and hold ourselves accountable.”

- **GABRIEL MAKHLOUF**
VICE CO-CHAIR, CHAMPIONS FOR CHANGE AND SECRETARY
TO THE TREASURY

ANZ has reinforced its commitment to women's sport by announcing sponsorships with golfer Lydia Ko, the Silver Ferns netball team, and the White Ferns cricketers. "Our female athletes are elite in their sport – just like their male counterparts."

– **DAVID HISCO**
ANZ NZ CHIEF EXECUTIVE OFFICER



Supporting other organisations on their diversity strategy

- The **BNZ** Board and Executive Team provided full access and support to researchers commissioned by the University of Auckland Business School to develop a case study solely for the purpose of stimulating class discussion. The paper is titled *Board Leadership for Strategic Transformation: Aligning Diversity Initiatives at the Bank of New Zealand*.
- The **ASB** Whakaterehia programme has included participants from other organisations, for example, Fletcher Building, Fonterra, Vector, and Auckland Council. Carl Ferguson, Chief Internal Auditor and Executive Sponsor of the Unity group, has presented at Diversity Works and HSBC and shared their approach to D&I with Auckland Transport.
- **ACC** has met with a number of agencies across the state sector to network, share their approach and provide information about their priority areas, which include Māori and people with disabilities. They have jointly hosted with Adecco seminars in Auckland and Wellington on the benefits of employing people with disabilities.
- **Auckland Council** shared their D&I framework with the Chief Executives of the Council controlled organisations (Auckland Transport, Watercare, Panuku Development Auckland, ATEED and Regional Facilities Auckland). The Council has six demographic advisory panels (Youth, Seniors, Disability Sector, Rainbow, Pasifika and Ethnic Peoples panels). In 2017 the Council improved their strategic engagement and relationship with the panels and are utilising this knowledge and expertise to better inform their work.
- Alison Andrew of **Transpower** has communicated Transpower's diversity and inclusion policy and initiatives on numerous occasions with Transpower people leaders and employees. Alison was interviewed by Beyond Recruitment and discussed diversity and women in leadership and on Boards. Alison was also profiled by the Ministry for Women what Transpower is doing to promote diversity.

Sharing the case for change more broadly

- **ANZ** has been quoted in the media a number of times, a stand out is when they became proud sponsors of the White Ferns, as well as continuing to support other women's sporting teams, such as the Silver Ferns and Lydia Ko.
- **ASB** continues to support Rainbow Youth and NZ Falcons Rugby team. The bank shared their approach to D&I at the Food & Grocery Council's Emerging Leaders Forum and at a breakfast hosted by the Learning Wave, this has subsequently lead to connections with other organisations starting their D&I journey. In August 2017, ASB's Wealth division hosted a fundraising event with the Funding Network. This raised \$22,750 for three D&I related charities: Urutapu, Wellbeing Trust and Inside Out.
- In 2017 **MERW** were quoted 18 times in publications such as NZ Lawyer, Law Talk, NBR and NZ Herald championing diversity and gender equality; seven media releases were circulated to the media with diversity as the key angle.
- Numerous partners at **Deloitte** have been quoted in the media including Thomas Pippas, Linda Meade, Peter Gulliver and Hamish Wilson. Subject matters include: *Gender gap costs \$900m: Study; Under-representation of women on boards continues, though New Zealand fares better than global counterparts; Women still largely under-represented on corporate boards; Leading-edge diversity and ethnicity reporting tool launched* and *'Building organisation of the future a key focus for leaders*.
- **Russell McVeagh** has been quoted in the following publications: *Scoop News – Russell McVeagh recognised for Diversity & Inclusion; HRM Online – Top Kiwi firms commit to diversity reporting; New Zealand Law Society – Gary McDiarmid outlines Russell McVeagh's Cultural Diversity Project and Russell McVeagh achieves Rainbow Tick Certification* *ADLS LawNews – Top law firm embraces cultural diversity* *New Zealand Lawyer Magazine – A Champion of Change and Diversity; Māori Television – Law firm aims to attract more Māori and Pacific Island graduates; Te Karere, TVNZ – Leading law firm snaps up Ngāi Tahu graduate.*



“Building inclusive work environments is not about how we change people, but how we change ourselves and our environments to ensure a diverse workforce can flourish.”

– DAME JENNY SHIPLEY
CO-CHAIR, CHAMPIONS FOR CHANGE



Creating measurement & accountability

Voluntary reporting on diversity – a world first

When Champions for Change commenced in March 2016, it was emphasised that the group was about action and accountability, not more talk, and that the launch of a new reporting standard and mechanism would be one of the first major projects.

Champions discussed the potential to develop a standard annual Diversity Reporting Framework and mechanism for Champion organisations and potentially others. We saw that this framework would apply equally to listed and non-listed organisations, partnerships, and public sector organisations, going beyond what is presently required of different types of organisations, for example, under NZX listing rules or under public sector requirements.

The Measurement & Accountability Action Group developed this voluntary initiative with the generous support and input of Champion organisations, including particularly **Deloitte, Russell McVeagh, Massey University, CAANZ and McKinsey & Company.**

A consultation draft was issued in September 2016, and an extensive consultation process with Champion organisations and relevant private and public sector bodies was carried out between September and December 2016. The initiative was formally launched at the March 2017 Summit, with the first report on the 2017-2018 year completed in mid-2018.

At this stage, the initiative is focused on voluntary reporting on gender and ethnic representation within the organisations and across Boards, with a spotlight on leadership pipelines.

Holding ourselves accountable

In terms of championing gender and ethnicity reporting against the CFC Diversity Reporting:

- **100%** – the % of Champion organisations who have committed to commence gender and ethnicity reporting against the CFC Diversity Reporting framework.
- **92%** – the % of Champion organisations who have an annual report and presently report on their diversity data.*

* Percentage based on response rate of 70%

“The business environment is changing so quickly and we need to be able to accommodate the changing needs of our workforce. Critical to this is trust – business leaders need to really trust their people to work in this new world of greater flexibility.”

– MARK AVERILL
CHAMPION AND CEO, PWC

Creating a more transparent, granular view of progress

Many Champion organisations have introduced, or are establishing, ways to record and share gender and ethnicity reporting internally, including the creation of intranet Community Home Spaces as an internal sharing portal.

At an informal level, some Champion organisations are sharing reporting learnings with other organisations and clients to build capability and transparency both ways.

On a formal level, organisations are reporting on age, ethnicity, and gender, while others are in the process of setting goals and metrics for 2018 with plans to establish targets once the first Champions for Change Diversity Reporting has determined their baseline numbers.

To ensure consistency of reporting, the professional services firms met to agree how they will align their classification of people as part of the Diversity Reporting.

Working together and sharing reporting learnings

- Secretary to the **Treasury**, Gabriel Makhoulouf, co-leads the SSLT D&I workstream which all state sector Chief Executives have signed up to. This workstream includes a focus on reporting on D&I goals and measures in agency accountability documents – and the Treasury developed the guidance for this. Treasury also participates in a D&I public sector network for sharing good practice.
- **ASB** has a monthly D&I report that is available to be viewed by their employees. This shows the progress on some of their key D&I metrics, for example, Women in Leadership and ethnicity self-reporting. They also produce an annual D&I report which summarises their key achievements. This is shared internally and provided to the Executive Leadership Team and Board.
- **ACC** share insights externally as part of their participation in the State Services Commission D&I Network and MSD Lead Toolkit Network. A number of metrics are currently reported to the Board Governance and Remuneration Committee and to the Executive. ACC are developing a more extensive dashboard with key diversity and inclusion metrics including employee survey results on inclusion.
- At **Bell Gully**, each year HR prepares quarterly diversity updates along with an annual report. These updates look at diversity across a range of measures, including recruitment, opportunities for learning and development and remuneration.
- In their next engagement survey, **Paymark** will measure perceptions of diversity against age and gender, adding ethnicity in the following year.
- Diversity highlights include **Westpac** reaching 50% women in leadership – a target they have continued to sustain with the current balance at 51.2%

Champion organisations have introduced, or are establishing, ways to record and share gender and ethnicity reporting internally.

Voluntary reporting on gender and ethnicity

- **ANZ** has continuously increased their Women in Management figures over the last five years. They have reframed their measurement of female inclusion to 'Women in Leadership', which includes roles at a senior management level. This ensures that they focus on the levels that require the most significant improvement.
- **ASB** had a goal to achieve 60% of their people to indicate their ethnicity by the end of FY17. At the end of FY16, 50.6% of ASB people had 'self-reported' their ethnic background. This increased to 79.8% by the end of FY17.

- **AUT** introduced a Diversity Scorecard in 2016, a real-time report shared within AUT, to report how the university is tracking towards its diversity commitments to staff and students. The Faculty Executive Team has changed composition from a male to female ratio of 5:3 in 2017, to the reverse, 3:5 at the start of 2018.
- **Auckland International Airport Limited (AIAL)** Board has achieved equal numbers of male and female directors in 2017.
- **Air New Zealand** won the Diversity Works Empowerment Award in 2017. Since 2013 they have increased the percentage of women in its Senior Leadership Team from 16% to 39%.
- **BNZs** gender balance metrics have remained relatively stable during a period of considerable business transformation. An executive led sprint has completed a pan company review of the bank's gender diversity data and insights. The sprint results are informing diversity policies and initiatives. The BNZ's first female CEO started in Q1 2018.
- Since implementing their CFC reporting, **CAANZ** now has 47.9% of permanent and fixed-term people who have completed their diversity data. They have also seen an increase in female representation at Business Leadership Team level from 36% to 45% from June 2016 to June 2017, for the Board, they saw an increase from 36% to 50% and at a general leadership level from 34% to 58%.
- The Board of Directors at **Contact Energy** set their diversity objectives and review these every year to measure their progress towards meeting them.
- **Deloitte** has more than doubled their percentage of female partners since they commenced their D&I journey. Most recently 43% of both their June and December promotions were women.
- At **Genesis Energy**, over 70% of employees now provide their ethnicity data since they targeted a drive on this.
- **Heartland Bank** ran an ethnicity survey with staff in October 2017. As this was their first ever survey of this nature, they ran a free-form response format that allowed staff to self-select their ethnicity. They received 260 responses which equates to about a 75% response rate. Their people identify with 47 unique ethnic groups.
- **KPMG** reported significant improvement in gender balance in Senior Manager and Director groups. The professional services firm has already exceeded its 2020 target of 45% female Senior Managers, and is on track to meet the target of 40% female Directors. Their Global People Survey (completed by 87% of KPMG staff in 2017) now asks specific questions related to inclusion and diversity, as well as general questions about employee engagement, and includes optional demographic data (including gender and sexuality) to enable an analysis of engagement results and inclusion and diversity perceptions across a range of diversities.
- **MERW** held their first EDI survey in 2017 and were pleased with the level of diversity entering their organisation and, through promotion rounds, increasing in the upper levels of the organisation.
- At **NZTE** six out of seven leadership groups have reached 40:40:20 women in leadership, including the NZTE Board.
- **PwC** has committed to and established a OneFirm scorecard to move from aspiration to practical action focused on women in leadership – and in particular their Partner pipeline.
- **Russell McVeagh** currently has approximately 30% female partners.
- The **SKYCITY** Talent Management programme has identified 46% of their future talent pipeline as female.
- **Transpower** reports on key diversity metrics. In the last 12 months there has been a significant increase in the number of women hired and women in leadership roles.

Mainstreaming flexibility

Workplace flexibility supports the attraction and retention of top talent, increased creativity and innovation, and the ability to ensure an agile response to changing market needs. With flexibility widely recognised as a key enabler for building diverse and inclusive teams, Champions for Change designed a Flexibility Toolkit to support organisations in building work cultures that are inclusive and flexible.

Hosted on the Champions for Change website, the Flexibility Toolkit comprises bite-sized, easy to digest information that follows a journey from 'Getting Started' to 'Being a Flexible Workplace', to 'Managing Challenges' supported by case studies and resources. Depending on where Champion organisations are at in their flexible workplace journey, they can access resources that are the best fit for their organisation. The website resources and fact sheets are easy to download with a suite of supporting infographics, video resources, and case studies.

“One of the first hurdles we have to overcome is many people immediately think of flexibility as ‘part-time’—but workplace flexibility is, in fact, so much more than that.”

– VANESSA STODDART
CHAMPION AND GLOBAL WOMEN CHAIR



Flexibility is widely recognised as a key enabler for building diverse and inclusive teams

All Champion organisations either have a formal strategy, policy and procedures on flexible working arrangements, or are in the process of developing these. Some of these examples have been shared in the Flexibility Toolkit.

Flexibility is no longer an option

Most Champion organisations offer flexible working arrangements. However, it was noted in one organisation, where managers and specialist staff make up approximately 19% of the workforce, which is the percentage of the workforce where flexible working arrangements can be made on a more regular basis. Champion organisations who do not currently have a formal policy in place have committed to doing so, referencing the resources in the Flexibility Toolkit.

Reflect on work patterns and what it takes to succeed in your organisation

In many organisations, flexibility is assumed and not tracked. Flexible arrangements are agreed on an individual basis and mostly done informally. Formal arrangements are made if an individual chooses to change to part-time employment or where there is an agreed ongoing arrangement.

- **Air New Zealand** recognises that balancing its employees' work and home life is important, and it is building flexible work practices into its employee experience. Their biggest challenge is that around 70% of its workforce is operational and rostered.
- Organisations such as **ANZ** continue to promote 'all roles flexible' in all recruitment ads. Increasing paid family leave for all staff was launched by ANZ on International Men's Day to encourage more males to take time off with their new family.
- At **ASB** 63% of employees who responded to their 2017 People and Culture Survey indicated they have used a formal or informal flexible working arrangement in the last twelve months – up from 57% in 2016.
- **AUT** Faculty start formal Faculty meetings at 10.00am, recognising family commitments in the morning and the challenge of commuting into central Auckland for many staff.
- **BNZ** has a robust and embedded set of flexible working processes and policies for a variety of flex options. 100% of non-customer facing roles are eligible for some form of workplace flexibility. Exceptions must be documented and explained. In customer facing roles managers and staff are empowered to explore opportunities for flexible working arrangements.
- At **Chorus** 61% of 216 employees surveyed in May 2017 have an informal or formal flexible working arrangement.
- **Contact Energy** recently rebranded their various initiatives around working flexibly to 'ContactFlex' to raise awareness of the various flexible working arrangements they have to offer. ContactFlex comprises FlexiPlace, FlexiLeave, FlexiSchedule, FlexiJob. All employees are included in the eligibility for ContactFlex.
- **Deloitte** has been deliberate about storytelling and bringing examples of flexibility to life, so their people can see that flexibility is available to everyone – not just working parents. They have collected a library of stories where they profile different examples of how flexibility works for different individuals and includes athletes, an artist, entrepreneur, postgraduate student, and parents.
- During the month of October, **EY** held their Flextober campaign which highlighted different ways that people use flexibility, along with activities for teams to use to test their attitudes/preferences around flexible working practices.
- At **IBM**, flexibility is about enabling their people to work from home. A focus on outcomes means all their roles are eligible for workplace flexibility.
- **Family@KPMG** provides a range of benefits, processes, and initiatives to help support parents in the workplace, including an update to parental leave payments in 2017 and reconnect coaching for parents returning to the workforce.

- Various business units across **Fletcher Building** apply different flexible work practices including part-time, shift work, non-standard office work hours, and remote working arrangements.
- **Fonterra** has created an activity-based environment at its head office where employees can get creative in open, shared spaces and connect with colleagues digitally when needed, or retreat to focus rooms for more sustained, quiet time. The new 'Ways of Working' has increased collaboration across more diverse groups, contributed to a high trust environment and given employees more freedom in how, when and where they work. They have also published a flexibility policy and a range of resources that staff can access and apply anywhere within Fonterra NZ.
- There is an expectation at **NZTE** for their leaders to accommodate flexible practices and this is covered in NZTE's Fine Print (what's fixed; what's flexible).
- **Ports of Auckland** changed their performance bonuses policy to ensure that staff on parental leave were included in universal bonuses. They changed their remuneration policy to ensure that staff on parental leave still receive annual pay rises while on leave.
- **PwC** continues to support and enable their people to balance their work and personal lives. Flexibility is a key part of the culture at PwC, with 83% of people currently working flexibly via either formal or informal arrangements (June 2017 PwC Global People Survey). The firm also saw real improvement in two of the flexibility questions asked as part of their annual survey round: 'The people I work with are considerate of my life outside of work' - up 15% and 'It is possible to have a healthy lifestyle and be successful at PwC' - up 14%.
- Given the 24/7 nature of the **SKYCITY** business and many roles being customer facing, flexibility in terms of working remotely (other than for their corporate roles) is challenging. Therefore, their focus has been more on offering a range of flexible shift patterns and variety of hours worked (full time, part-time, varied start/finish times, split shifts, job share, and casual work).

- **Spark** initiated its 'Summer Hours' programme which offers their employees the chance to change their working hours so that you can take advantage of summer - i.e. work a few hours longer during days of the week, then take a half day between the months of January - March. They also offer employees the opportunity to stock-up on time off by purchasing additional leave (eligibility criteria applies).
- **Transpower** supports employees with various flexible working arrangements. Transpower's new Wellington offices are designed to enable activity based working, giving staff the flexibility of where they work according to the type of work they are doing at any time. Technology allows staff to work seamlessly from home and other locations.

Normalising flexibility for everyone

CAANZ senior leadership supported an ongoing change in working hours for one of their male Deputy Regional Managers based on his parental responsibilities.

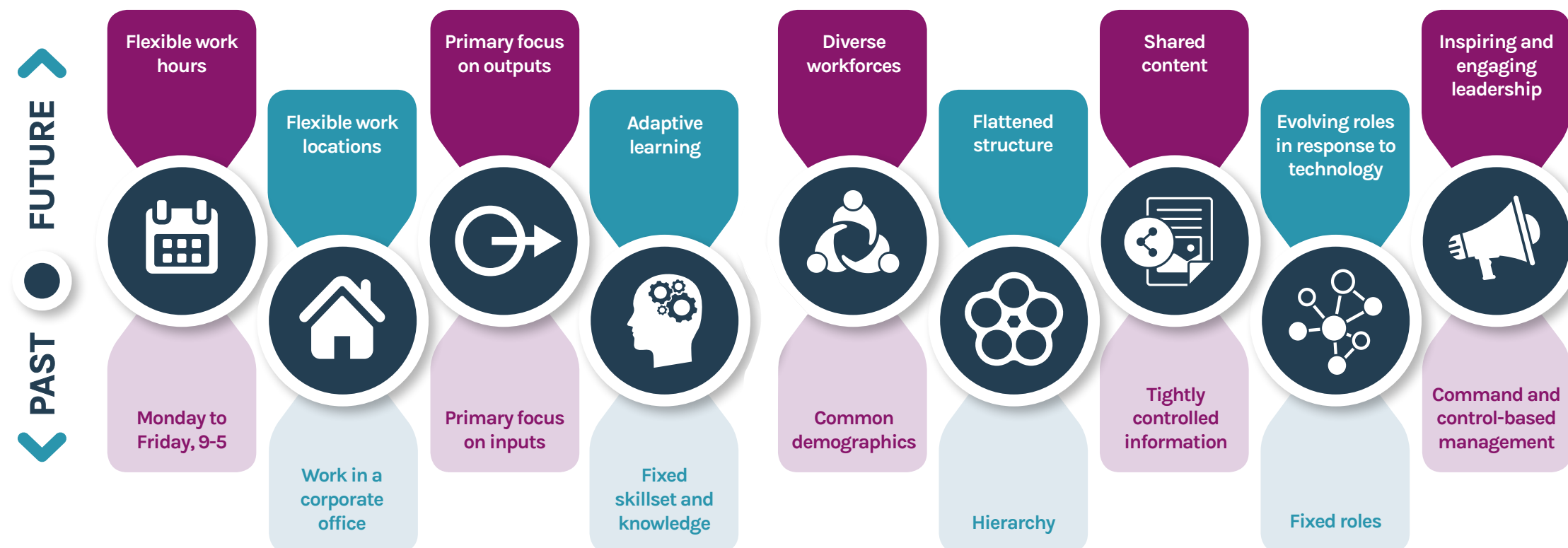
Celebrating flexibility and building environments where everyone thrives

Story-telling and bringing examples to life, so people can see that flexibility is available to all - not just working parents. On an operational level, organisations are upgrading IT systems to ensure they have the right technology to make remote working easier for their employees.

To thrive as an organisation in the new world of work, successful workplace flexibility is crucial. It's smart business. Simple as that.

Flexibility in a corporate environment will look very different to flexibility options in an operational context. The discussion on working flexibly needs to be flexible.

The evolution of work



Growing talent pools

Taking a closer look at the talent pipeline to support the development of diversity in leadership

CEOs and organisations are now starting to look at quantitative data at all stages of the employee lifecycle, including around attraction, retention, and promotion. This has identified aspects of their employee lifecycle to target more ways to support, for example, women in leadership level roles.

Building a gender-balanced workforce

Champion organisations are focused on building a gender-balanced workforce and supporting more women to develop successful careers in their chosen fields. Increasingly, Champions are taking a holistic approach, not only to recruiting and developing more women, but also supporting their wider industry. They are achieving this through working closely with them on their professional development, while also offering internships and mentoring opportunities.

Investing in more employee training

In 2017, **Fletcher Building** launched *Connect* which is a six-month development programme designed for people who are new to work, either transitioning from school or unemployment to the workforce. At the 2017 ATEED Young at Heart Awards, the *Connect* programme was the winner of the 'Youth Induction & Development' Award, and the FB Graduate Development programme won the 'Youth Employment Programme' Award.

ROSS TAYLOR
CHAMPION AND CEO FLETCHER BUILDING

Supporting the development of diverse representation in leadership

Many organisations are focusing on diversifying their pipeline of young talent entering at the graduate and intern level. Examples of initiatives include graduate/intern recruitment programmes and unconscious bias workshops. Organisations are also focused on growing their pipeline and increasing the diversity of their leadership. Many are starting by addressing gender inequity in leadership, recognising this group makes up 50% of the population.

Collectively, Champions are sending a powerful message that they see diversity and inclusiveness as an important component of business performance. Here is how they are achieving this:

- **ACC** is focussed on increasing their representation of Māori employees and employees with disabilities to better reflect New Zealand and their customers. ACC has been looking at how to attract and retain diverse candidates. Their partnership with Tuputoa, Workbridge and Adecco are helping to attract a diverse candidate pool. ACC recently completed a cultural capability survey with the Superdiversity Centre. The survey showed a strong level of diversity across the ACC workforce which is being communicated to employees and leaders to raise awareness and encourage even greater diversity and inclusion.
- **Air New Zealand** has a range of initiatives to grow talent pools, including supporting Shadowtech, Jhack, a youth hackathon; and Y-tech youth – all programmes designed to encourage young people into a career in tech. To date, more than 30 women have completed its Women in Leadership programme, and 42% of these women have since been promoted to the airline's Senior Leadership Team (SLT). Other initiatives include the airline's High Altitude programme, aimed at developing emerging leaders within Engineering & Maintenance, and Kitea placements, aimed at developing cabin crew members and providing them with the opportunity to move into Corporate positions.
- **ASB** ran a third cohort of their Whakaterehia (Māori Acceleration) Programme in 2016-2017, with six ASB people participating and participants from other organisations including Fletcher Building, Vector, Fonterra, Sovereign, and Auckland Council. They also ran two cohorts of their Whakakāngia tō umanga Māori summer internship programme in 2015-2016 and 2016-2017, taking in six interns in each cohort. They have four ASB people, of Pasifika heritage, participating in Vector's 'Growing Niu Pasifika' Leaders programme. Their Graduate Programmes 'Future Me' and 'Start Me Up' (technology early career programme) have been running for a number of years, and in 2018 they are piloting a women's mentoring programme. Recognising the need to get young people (particularly girls) interested in STEM subjects, they sponsor the 'Bright Sparks Challenge' – a competition to find New Zealand's best young inventors.
- After winning the Supreme YWCA Equal Pay Award in 2016, **ANZ** hosted the 2017 Awards and also received their Compact Award. They are also working to encourage more girls to pursue STEM subjects and their staff frequently speak to students and arrange 'bring your kids to work' days to foster interest in a technology career at ANZ.
- **Auckland Council** is building a relationship with **Ministry for Women** as part of developing a strong pipeline for women applications for their CCO Boards.
- In 2017, **AIAL** added their staff-written company waiata to the formal induction programme for new staff (mana whenua history and Marae visits were already included). All new joiners learn the Auckland Airport waiata and perform it for their mana whenua kaumatua/ kuia in the Auckland Airport Marae during their powhiri.
- **Bell Gully** runs mentoring programmes with InZone. **TupuToa**, **Bell Gully** and **Heartland Bank** run intern programmes with Inzone which sees a group of students experience the 'world of work' over the summer period in a variety of roles and departments. The programme is based on the Māori concept of 'ako' and reciprocity, which is to teach and to learn from each other.

CEOs who've led strategies to promote diversity & inclusion see these results in effect:

90%

say they're better at attracting talent

85%

say their business performance has been enhanced

78%

say they're better at innovating

77%

say they've enhanced customer satisfaction

- **Contact Energy** is looking to partner with one of their preferred recruitment agencies who works with community organisations to help people back into the workforce. They have also explored more innovative ways of running a recruitment process, for example, asking the candidate how they would like to see the process run. They have registered with Flexcareers.com to target females and males for all levels of roles who are looking specifically for flexible careers.
- **EY** has implemented Discover EY Day for Māori and Pasifika students, resulting in much-improved graduate applications and better statistics for successful recruitment in this group.
- The Māori leadership programme at **Fletcher Building** is run in partnership with two external providers. The programme was recognised as *Highly Commended* at the Diversity Works NZ Award in 2017.
- **Fonterra's** entrepreneurial programme known as Disrupt is fostering diversity of thought across teams to drive innovation. The programme helped Fonterra win the Deloitte Top 200 Diversity & Inclusion Award in 2017. The Co-op continues to strengthen its partnerships with organisations like NZ Asian Leaders and First Foundation to provide more opportunities for under-represented groups while implementing a number of supporting initiatives, for example Coaching Circles to help develop emerging female leaders.
- **NZTE** has delivered cohort 1 of their Leadership Programme and launched the Ferns Women in Leadership Forum.
- **Ports of Auckland** changed their recruitment practices in Operations to de-emphasise the physical profile of the job, and focus instead on technical competencies. They have aligned their career progression in stevedoring to technical skills rather than time based criteria. This has resulted in a reduction in the time expected working in physically demanding roles before allowing staff to train for progression to technical roles.
- In association with Indigenous Growth, **SKYCITY** has developed Tahuna Te Ahi, a bespoke leadership programme for Māori. They have 16 established and emerging Māori leaders on the programme.

Ports of Auckland made gender diversity a major plank of its culture change when chief executive Tony Gibson took over in 2011.

TONY GIBSON
CHAMPION AND CEO PORTS OF AUCKLAND

- **PwC** has integrated their Women in Leadership work into their Future Leaders work.
- In 2017, **Spark** made solid progress on the inclusion and diversity scale. They launched their Māori business strategy, which included building their people's capability in a Māori business environment; launched 'EmpowerED', a platform to unleash aspirational women at Spark; piloted their HeadFirst Mental Health Awareness Programme and led 'Unravelling Uncomfortable Truths' – a programme designed to address gender diversity and other cultural biases. They were also awarded the Rainbow Tick accreditation in the same year.
- **Transpower** actively seeks to hire graduates with ethnic and gender diversity into its graduate programme. Transpower is providing engineering scholarships for woman and Māori students each year.
- With a focus on mitigating unconscious bias and attracting a diverse candidate pool, **Treasury** is working to diversify their pipeline of young talent entering at the graduate and intern level.

Efforts to make the workplace a fair environment benefits everyone

Champions are investing in Global Women initiatives to take a closer look at the talent pipeline, bring diverse people into their organisations and support their development into leaders.

Initiatives that our Champions have supported this year include:

- Activate Programme (Global Women)
- Be.Accessible
- Breakthrough Leaders Programme (Global Women)
- Culture Pro Master Class
- Domestic Violence Free
- LGBTI and Pride community support
- Rainbow Tick (certified and in process)
- TupuToa
- WEPs signatory/contributor
- Wear it Purple Day
- White Camellia Awards
- Workbridge
- YWCA Equal Pay signatory/awards



Meet the Champions

as at 31st December 2017



ALISON ANDREW
CEO, Transpower New Zealand
Champions for Change Governance Group Member



MARK AVERILL
CEO, PwC



DENNIS BARNES
CEO, Contact Energy



SINEAD BOUCHER
CEO, Fairfax New Zealand Holdings



ROSS BUCKLEY
Executive Chairman, KPMG



MIRANDA BURDON
CEO, Global Women
Champions for Change Governance Group Member



MIKE BUSH
Commissioner, NZ Police



ROB CAMPBELL
Chair, SKYCITY Entertainment Group Ltd



MAI CHEN
Director, Chen Palmer, New Zealand Public Law Specialists



LIZ COUTTS
Chair, Ports Of Auckland



PETER CHRISP
CEO, NZTE



DOMENIC DE-FAZIO
CEO New Zealand Construction, Fulton Hogan



BRADEN DICKSON
Chair, EY



MICHELE EMBLING
Chair, PwC
Champions for Change Vice Co-Chair



MARC ENGLAND
CEO, Genesis Energy



TONY GIBSON
CEO, Ports Of Auckland



CHRIS GORDON
Partner & Chair, Bell Gully
Champions for Change Governance Group Member



RENEE GRAHAM
Chief Executive, Ministry for Women



JEFF GREENSLADE
CEO, Heartland Bank



BRUCE HASSALL
Bruce Hassall, Independent Director



DAVID HISCO
CEO, ANZ Bank New Zealand



LLOYD KAVANAGH
Chair, Minter Ellison Rudd Watts



PROFESSOR KATE KEARINS
Pro Vice Chancellor and Dean, Business, Economics and Law, Auckland University of Technology
Champions for Change Governance Group Member



ADRIAN LITTLEWOOD
Chief Executive, Auckland International Airport



CHRISTOPHER LUXON
CEO, Air New Zealand



GABRIEL MAKHLOUF
CEO, The Treasury
Champions for Change Vice Co-Chair



GARY MCDIARMID
CEO, Russell McVeagh



KATE MCKENZIE
CEO, Chorus



DAVID MCLEAN
CEO, Westpac
Champions for Change Co-Chair



ANGELA MENTIS
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THOMAS PIPPOS
CEO, Deloitte



DAVID PRALONG
Managing Director, McKinsey & Company



CHRIS QUIN
CEO, Foodstuffs North Island Ltd



MIKE SCHUBERT
CEO, Minter Ellison Rudd Watts



DAME JENNY SHIPLEY
Independent Director, Jenny Shipley
Champions for Change Co-Chair



VITTORIA SHORTT
CEO, ASB

Meet the Champions
as at 31 December 2017



MIKE SMITH
Managing Director, IBM



JUSTINE SMYTH
Chair, Spark



THEO SPIERINGS
Fonterra



GRAEME STEPHENS
CEO, SKYCITY Entertainment Group Ltd



VANESSA STODDART
Chair, Global Women
Champions for Change Governance Group
Member



ANNA STOVE
General Manager, GlaxoSmithKline



ROSS TAYLOR
CEO, Fletcher Building Ltd



STEVE TEW
CEO, New Zealand Rugby Union



JAN THOMAS
Vice-Chancellor, Massey University



STEPHEN TOWN
CEO, Auckland Council



MARK VERBIEST
Independent Director



PETER VIAL
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Accountants Australia and New Zealand



JASON WALKER
Managing Director, New Zealand, Hays



DAVID WALSH
CEO, NZ Post



PAUL WILSON
CEO, Saatchi & Saatchi NZ



As the project initiator and secretariat lead, Global Women has lead the Champions for Change initiative since the first summit in March 2016. Bringing together New Zealand's most influential leaders to promote gender equality in our workplaces, Global Women's vision is for leaders across all sectors to be as diverse as New Zealand itself.

Thanks to our partners

PRINCIPAL PARTNERS



MAJOR PARTNERS



SUPPORT PARTNERS





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Resources

Champions for Change website

A range of infographics, presentations, video case studies and the full set of the Flexibility Toolkit materials and the Diversity Reporting framework are available under the 'Resources' section of the Champions for Change website.
www.championsforchange.nz

www.championsforchange.nz

