



Champions for Change

Mahere mahi
2019-20 Work Plan

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Haere mai. Welcome

We are proud to present this next Champions for Change annual work plan for 2019-20, as we continue to build on our commitment to promote diversity in leadership for a prosperous and equitable Aotearoa New Zealand.

As we enter our fourth year of the initiative, we have collectively achieved greater visibility of the gender make-up of our workforce across all leadership tiers. Our inaugural [2018 Diversity Report](#) was the largest gender survey in New Zealand to date, representing 29 Champion organisations with more than 80,000 employees (3% of our working population). The report highlighted female representation by work category as at 31 March 2018:

	Board	KMP	Other execs /GMs	Senior management	Other managers	Non-managers	Workplace participation
NZ Champions for Change	35.4%	33.0%	30.5%	39.9%	45.1%	51%	49.1%

As a group, we are committed to driving a 40:40:20 balance at all levels of employment. This means, at each level of seniority there is 40% of women and men, with the remaining 20% representing either gender. Based on this definition of balance, our first year results provide a strong indicator that there is still significant work to be done in New Zealand to achieve balanced gender representation in leadership.

As such, the year ahead will see continued delivery on our four strategic areas of commitment to: (1) Drive Change; (2) Measure Progress; (3) Promote Flexibility; and (4) Develop Leaders.

Of particular focus for 2019 will be the second year of diversity reporting, where we hope to receive gender data from all 44 Champion organisations, and define a more robust process for collecting ethnicity data. Our second year of data will begin to give us a year-on-year comparison of how we are progressing. We acknowledge the time and effort this work takes for organisations in aligning HR systems and processes to collect the data against the Diversity Reporting Framework. This is no small feat, and we thank you again for your efforts.

We also hope to see all Champions complete their individual [Leadership Shadow](#) this year, as an exercise to reflect on the role you each play in leading from the top.

And finally, our [Panel Pledge](#) is now live to market, and we look forward to the impact this pledge will have on creating more diverse speaker panels here in New Zealand.

Here's to our continued group momentum, where your individual action contributes to our collective impact.

Nā māua noa, nā

Michele Embling and David McLean
Co-Chairs, Champions for Change

Kaupapa.

The foundations for our actions

Here's how we'll continue to work to achieve our vision in 2019-20

DRIVE CHANGE

We commit to individually raising awareness of the business value of inclusion and diversity, including to our organisations, our sectors, and our wider spheres of influence.

OBJECTIVES

- *Challenge the status quo to communicate the value of inclusion and diversity*
- *Create and share relevant research, resources and case studies to build on, and communicate, the case for change*
- *Proactively share stories of both successes and challenges within the Champions group, to role model action-taking and to provide group learning opportunities*

EXECUTIVE SPONSOR

- *Gabriel Makhlouf, CEO Treasury*

HIGHLIGHTS TO DATE

- Launched the [Champions for Change Progress Report](#), showcasing the range of initiatives Champions and their organisations are doing to achieve progress in each of the four work streams
- Hosted relevant business leaders to share their personal cases for change, including:
 - [Luke Sayers](#), CEO PwC Australia and Champion of Change
 - Inga Beale, Lloyds CEO and Diversity Champion
 - [Elizabeth Broderick](#), founder Male Champions of Change
- Launched the [Panel Pledge](#), to drive nation-wide change for diverse representation on panels, forums and conferences
- Launched the [Leadership Shadow](#) to support personal leadership commitments as drivers of change
- Champions featured in the [media](#) as leaders on diversity
- Launched the [new website](#), including leadership profiles for each Champion

WHAT WE'RE WORKING ON FOR 2019-20

- **Individual completion of the Leadership Shadow exercise:** Champions are committed to completing individual Leadership Shadow profiles, to gain insights and set goals for improving our capacity as leaders to lead inclusive and diverse workplaces.
- **Individual commitment to the Panel Pledge:** Champions are committed to challenging the gender and ethnic make up of panels and speaking forums here in New Zealand, and are committed to: (1) Set expectations up front when asked to speak; (2) highlight gender and ethnic imbalance; and (3) actively encourage diverse voices.
- **Increase voice and visibility:** Champions will continue to lead diversity conversations in their organisations, industry sectors and more publicly where appropriate – leveraging the collective tools and resources developed for Champions and their teams.

MEASURE PROGRESS

We commit to holding ourselves accountable, internally and externally, for change.

OBJECTIVES

- *Deliver gender and ethnicity reporting, so that individually and collectively we have a stronger understanding of our diversity metrics and can track our progress*
- *Become a leading voice on diversity reporting*
- *Work with key stakeholders to explore how pay equity issues should be sensibly addressed*

EXECUTIVE SPONSORS

- *Marc England, CEO Genesis*
- *Thomas Pippas, CEO Deloitte*

HIGHLIGHTS TO DATE

- Developed a Champions for Change [Diversity Reporting Framework](#) to track and measure both gender and ethnicity data
- Launched the first [Diversity Report](#), revealing New Zealand's largest ever sample of gender representation across all levels of the workforce
- 29 of 44 Champion organisations participated in year one gender reporting, and 26 in ethnicity reporting
- Shared the [Reporting Framework](#) methodology publicly to allow organisations outside of Champions for Change to also adopt the framework as part of voluntary reporting efforts
- Contributed to the Ministry for Women Gender Pay Gap guidelines, and opened further conversation starters about how the public and private sector can work more closely on diversity and inclusion goals

WHAT WE'RE WORKING ON FOR 2019-20

- **Report on gender:** All 44 Champion organisations to report on gender diversity – 14 organisations to report for the first time, and 29 organisations to report for the second consecutive year.
- **Report on ethnicity:** Redefine the framework for reporting on ethnicity, to support the increased accuracy and level of responses.
- **Confirm reporting goals:** Champion organisations to confirm individual diversity goals based on line-item reporting data, and then reconnect as a group to confirm collective Champion reporting goals.

PROMOTE INCLUSIVE AND FLEXIBLE WORKPLACES

We commit to leading work cultures that are inclusive and flexible, allowing individuals to bring their whole, authentic selves to work.

OBJECTIVES

- *Lead inclusive and flexible work cultures that attract, maintain and unlock productivity and maximum potential from top talent*
- *Share research, tools and insights for leaders that support the leadership of inclusive workplaces - including shared experience on both the benefits and challenges*

EXECUTIVE SPONSORS

- *Simon Moutter, CEO Spark*
- *Alison Andrew, CEO Transpower*

HIGHLIGHTS TO DATE

- Launched the online [Flexibility Toolkit](#), achieving strong user feedback and high site engagement. The first of its kind in the New Zealand market, the toolkit supports Champions and other business leaders with the tools to ensure organisations have inclusive and flexible work cultures and practices in place.
- 85% of Champion organisations have formal workplace flexibility strategy, policy and procedures in place, and 48% have an “all roles flexible” policy in place*.
- Hosted a peer-to-peer Champion session on leading inclusive environments, followed by a [collective research project](#) with Global Women and Deloitte, measuring how inclusive New Zealand workplaces feel.

WHAT WE'RE WORKING ON FOR 2019-20

- **Ensure the basics are in place:** All Champion organisations to establish formal workplace flexibility strategy, policy and procedures – considering an ‘All roles flexible’ approach, where appropriate.
- **Develop inclusion tools:** Develop a set of inclusion tools off the back of the 2018 research, to further support Champions and their organisations to lead inclusive workplaces.
- **Continue to build on the Flexibility Toolkit:** Extending our focus on inclusive and flexible work cultures, including: health and safety considerations for working at home; flexibility in operational environments (outside of the corporate office); exploring the re-design of jobs (can senior leadership roles be managed on a job-share basis); cultural and wellness considerations for flexible working. Explore opportunities to measure ‘flexible places to work’ – what makes an employer a top choice for employees?

*Percentage based on response rate of 70% of Champion organisations

DEVELOP LEADERS

We commit to investing in new initiatives to bring diverse people into our organisations, and to supporting their development into leaders through an inclusive culture.

OBJECTIVES

- *Support recruitment and development pathways for a new generation of diverse leaders driving Aotearoa New Zealand's future economic growth and social prosperity.*
- *Understand and address the barriers for diverse employee groups in entering and succeeding at work in corporate New Zealand.*

EXECUTIVE SPONSORS

- *Christopher Luxon, CEO Air NZ*

HIGHLIGHTS TO DATE

- Began conversations on Māori leader engagement, with the goal of increasing the diversity of representation in the Champions group
- Showcased [affiliate diversity programmes](#) to encourage access to existing pathways to develop diverse leadership
- Launched [TupuToa](#) – a national internship and early career development programme that assists corporate partners to identify, develop and retain high-potential Maori and Pasifika graduates. Now a standalone entity, TupuToa has over 20 establishment partners and a strong cohort of more than 30 graduates and 75 in year two.
- Launched the Global Women [Activate Leaders Programme](#) – a national programme designed to lift middle management to the next phase of their career through driving a mind-set shift, inspiring career trajectory and helping them to move from emerging to game-changing leaders. We now have 210 mid-career leaders in the Activate cohort for 2017-18. Continued support of [Breakthrough Leaders Programme](#), with more than [180 alumnae](#).

WHAT WE'RE WORKING ON FOR 2019-20

- **Women in leadership:** Champion organisations continue to sponsor women on the Global Women Activate and Breakthrough Leaders Programmes, and other programmes to support growing talent pools.
- **TupuToa:** Champion organisations continue to sponsor Māori and Pasifika interns through TupuToa, to support career pathways into the corporate and professional sectors.
- **Increase Māori representation and input in Champion group:** The Champions group has begun to define the pathway for collectively engaging with Māori business leaders, with the intention of increasing the diversity of voices in the Champions group to further support increased representation of Māori.
- **Explore pivot points:** Research is being undertaken by Global Women into the pivot points for men and women's careers focused on identifying the point they tend to drop off in terms of leadership. This will potentially inform specific work streams within growing talent pools, to support breaks in the leadership pipeline.

Personal Champion Commitments

To be measured as at 31 March 2020

DRIVE CHANGE

- Complete the Leadership Shadow exercise**
I have individually completed my Leadership Shadow profile, identified insights, and set goals for improving my capacity to lead inclusive and diverse workplaces.
- Increase my voice and visibility**
I have spoken at more than *<insert estimate number>* internal and *<insert estimate number>* external events, utilising the panel pledge and other Champion for Change resources and tools to lead conversations on diversity and inclusion.

MEASURE PROGRESS

- Report on gender**
My organisation has provided gender data across leadership tiers as required by the Diversity Reporting Framework.
- Report on ethnicity**
My organisation has provided ethnicity data across leadership tiers as required by the Diversity Reporting Framework.
- Confirm reporting commitment statement (for those organisations who reported in 2018)**
I have confirmed my organisation's individual diversity reporting commitment statement, based on our 2018 line-item reporting data.

PROMOTE INCLUSIVE AND FLEXIBLE WORKPLACES

- Establish a flexibility policy and procedures**
My organisation has a formal workplace flexibility strategy in place, supported by policies and procedures.
- 'All Roles Flexible' strategy in place (optional)**
My organisation has adopted an 'All Roles Flexible' strategy, requiring a business case to be put forward if a role is to be deemed 'not flexible'.

DEVELOP LEADERS

- Women in leadership**
My organisation supported the advancement of women in leadership this year and sponsored *<insert estimate number>* women on programmes such as Activate, Breakthrough Leaders and others.
- Māori and Pasifika**
My organisation supported the advancement of Māori and Pasifika leaders through TupuToa or other career development organisations.

Rauika. 2019-20 Event Calendar

- **Champion Summit**
(Champions only)
- **Champion Special Interest Events**
(Champions only)
- **CFC Governance Group Meeting**
- **CFC Implementation Lead Meeting**
(Implementation and Communication Leads)
- **Special events and/or dates of significance**

Month	Date & Time	Event	Location
February 2019	Wednesday, 6 Waitangi Day	Waitangi Day	~
	Friday, 8 5.00pm	Y1 diversity reporting commitment statements due	~
	Wednesday, 13 9.00am-10.00am	Governance Group Meeting	Westpac, Level 9, 16 Takutai Square, Auckland
	Tuesday, 19 9.00am-10.30am	Implementation Lead Meeting: Y2 Diversity Reporting Workshop Launch of the revised Diversity Reporting Framework, including panel discussion and Q&A session.	ASB, 12 Jellicoe Street, Wynyard Quarter, Auckland
	Tuesday, 26 12noon – 12.30pm	Implementation Lead Webinar: Y2 Diversity Reporting Workshop Repeat of workshop content for the launch of the revised Diversity Reporting Framework.	Webinar
March 2019	Wednesday, 6 9.00am-10.30am	Implementation Lead Meeting Preparation and briefing for the March Summit.	SKYCITY Entertainment, AA building: Room 1, Level 4, 99 Albert Street
	Friday, 8	International Women’s Day	~
	Wednesday, 20 8.00am-10.00am	Champion Summit - March First Champion Summit for 2019.	PwC, Level 22/188 Quay Street, Auckland
	Sunday, 31	End of Y2 diversity reporting period (2018-19 reporting period)	~
April 2019	Tuesday, 30	Y2 diversity reporting data submissions due (2018-19 reporting period)	~
	Thursday, 11 12.00pm – 1.30pm	Special Interest Session: Cindy Hook Champion peer-to-peer session with Cindy Hook, Deloitte’s Chief Executive Officer for Asia Pacific	Deloitte, Level 18, 80 Queen Steet, Auckland

May 2019	Tuesday, 7 8.00am – 10.00am	Special Interest Session: Leadership Shadow Champion peer-to-peer session to share insights and learnings from the Leadership Shadow. Hosted by Champion and CEO Air NZ, Christopher Luxon.	Air NZ, 185 Fanshawe St, Auckland
June 2019	Friday, 14 9.00am-10.00am	Governance Group Meeting	PwC, Level 22/188 Quay Street, Auckland
	Friday, 21 9am – 10am	CFC Round-table: Government consultation on gender pay gap reporting Champion round-table discussion to play back survey results on gender pay gap reporting	PwC, Level 22/188 Quay Street, Auckland
	Friday, 21 10.30am – 12pm	Implementation Lead Meeting Preparation and briefing for June Summit.	Deloitte, 80 Queen Street, Auckland
	Friday, 28 9.00am – 12pm	Champion Summit - June Second Champion Summit for 2019.	EY, Level 9, 2 Takutai Square, Britomart, Auckland
	Monday, 10 Matariki begins	Matariki begins	~
September 2019	Wednesday, 4 12pm – 2.30pm	Special Interest Session: Kiwi Dads lunch Lunch event to launch the Kiwi Dads exhibition and forum	Deloitte, Level 18, 80 Queen Street, Auckland
	Friday, 6 9.00am-10.00am	Governance Group Meeting	Westpac, Level 9, 16 Takutai Square, Auckland
	Monday, 16 12pm – 1pm	CFC Diversity Reporting Workshop Champion session to review the progress on the 2019 Diversity Report	PwC, Level 22/188 Quay Street, Auckland
	Thursday, 19 Suffrage Day	Suffrage Day	~
October 2019	Tuesday, 1 9.00am – 10.30am	Implementation Lead Meeting Preparation and briefing for October Summit.	Westpac, Level 9, 16 Takutai Square, Auckland
	Thursday, 3 11am – 12.30pm	Implementation Lead Meeting Preparation and briefing for October Summit.	Chorus, 1 Willis Street, Wellington
	Friday, 18 8.30am – 9.30am	Special interest session: Launch of 2019 Diversity Report Business breakfast to launch the 2019 Diversity Report	Westpac, Level 9, 16 Takutai Square, Auckland

	Friday, 18 9.30am – 11am	Champion Summit – October Third Champion Summit for 2019.	Westpac, Level 9, 16 Takutai Square, Auckland
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Note: The calendar will be updated as additional events and venue details are confirmed.
All event information is also available at championsforchange.org.nz

Ō mātou mohiotanga.

Our research and publications

Case for Change

A range of infographics, presentations, video case studies and research is available in the Champions for Change 'Resources' section of the website, at <https://www.championsforchange.nz/resources/>.

Diversity Reporting

The [Diversity Reporting Framework](#) materials are available online, supporting any New Zealand organisation to report on gender and ethnicity. The inaugural Champions for Change Diversity Report is also available online at <https://www.championsforchange.nz/what-we-do/measure-progress/>

Inclusive Cultures Research and Toolkit

In 2018, Global Women partnered with Deloitte to complete a research project on [How inclusive do New Zealand workplaces feel? And what can you do about it?](#), featuring case studies from Champions and their organisations. Available at <https://www.globalwomen.org.nz/your-strategy/how-inclusive-do-new-zealand-workplaces-feel/>

A toolkit is currently being developed with resources to support organisations in building inclusive workplaces. These resources are available at: <https://www.championsforchange.nz/what-we-do/promote-inclusion/inclusion-toolkit/>

Flexible Workplaces Toolkit

In 2017, the Champions developed a [Flexible Workplaces Toolkit](#), to support leaders to champion inclusive and flexible workplaces. The toolkit includes interviews, case studies, templates and resources to support organisations in implementing and leading flexible work environments. These resources are available at <https://www.championsforchange.nz/what-we-do/promote-flexibility#flexible-workplaces-toolkit>

Making Progress

The [2018 Progress Report](#) showcases a range of Champion commitments in action, against the objectives of our collective workplan, available at <https://www.championsforchange.nz/assets/Uploads/2018-PROGRESS-REPORT.pdf>

Whakapā mai. Contacts

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Meet the full group of Champions here: <https://www.championsforchange.nz/who-we-are/>

