



Champions for Change

Mahere mahi
2018-19 Work Plan

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Haere mai. Welcome

As we enter our third year of the Champions for Change programme here in Aotearoa New Zealand, we are thrilled by the progress we are individually leading within our spheres of influence, and the [collective impact](#) we are having on our shared kaupapa, commitments.

Together, we remain committed to our vision of a new generation of diverse private and public sector leaders driving Aotearoa New Zealand's economic growth and social prosperity. 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.

We remain focused on our four strategic areas of commitment, to:

- 1. Share the Case for 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.
- 2. Create Measurement and Accountability:** We commit to holding ourselves accountable, internally and externally, for change.
- 3. Mainstream 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.
- 4. Grow Talent Pools and Diverse Leadership Capability:** 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.

This 2018-19 Work Plan highlights our achievements to date in each of these four work streams, and outlines the specific areas of focus we will Champion as a group over the next 18 months. Our next set of actions aim to build on our successes, while getting more targeted on our individual leadership actions.

Thank you again for your individual action that contributes to our collective impact.

Nā māua noa, nā

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

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

Kaupapa.

The foundations for our actions

Here's how we'll work to achieve our vision in 2018-19

SHARE THE CASE FOR 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*

WHAT WE'VE ACHIEVED

- Collated relevant research, resources and case studies to share within our organisations, sectors and wider business environments (resources hosted on both the [Champions for Change website](#) and through the [Flexibility Toolkit](#), with 17,500 unique visits to these sites achieved since launch*).
- Shared success stories and insights as leaders and published our [2018 Progress Report](#). Extensive media coverage achieved.
- Participated and lead conversations at a number of events where inclusion and diversity were key themes.
- Hosted special interest Champion events, including interactive peer-to-peer discussions on:
 - agile work environments
 - the need to consider domestic and family violence as a workplace issue
 - creating inclusive cultures to support a diverse workplace.
- Hosted relevant business leaders to share their personal cases for change, including:
 - [Luke Sayers](#), CEO PwC Australia and Male Champion of Change
 - Inga Beale, Lloyds CEO and Diversity Champion
 - [Elizabeth Broderick](#), founder Male Champions of Change.

WHAT WE'RE WORKING ON FOR 2018-19

- Building resources to support driving the case for change, and increasing our visibility as Champions
- Completing individual Leadership Shadow profiles, to gain insights and set goals for improving our capacity as leaders to lead inclusive and diverse workplaces
- Developing a Panel Pledge to encourage increased diversity on New Zealand speaking panels

*Flexibility Toolkit launched in September 2017. Data summary as at 31 December 2017.

CREATE MEASUREMENT + ACCOUNTABILITY

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*

WHAT WE'VE ACHIEVED

- Developed a Champions for Change [Diversity Reporting Framework](#) to track and measure both gender and ethnicity data.
- Commenced Diversity Reporting for the first reporting year (1 April 2017 – 31 March 2018), achieving 100% commitment from all Champion organisations to report on both gender and ethnicity within two years.
- Shared [Reporting Framework](#) methodology publicly to allow organisations outside of Champions for Change to also adopt the framework as part of voluntary reporting efforts (full Diversity Reporting Framework and supporting materials available on the [Champions for Change website](#))

WHAT WE'RE WORKING ON FOR 2018-19

- Developing a standardised methodology for presenting and sharing our gender and ethnicity data (based on year one data).
- Benchmarking industry standards and trends, to apply learnings locally to advance our ability to collate and share meaningful diversity data.
- Exploring extended reporting categories, including working with key stakeholders to explore how pay equity issues should be sensibly addressed (i.e. Ministry for Women Gender Pay Gap Reporting Guidelines)

MAINSTREAM 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*

WHAT WE'VE ACHIEVED

- 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 their organisations have inclusive and flexible work cultures and practices in place.
- Reported [flexible work case studies](#) to shift perceptions about flexible work practices and where and to whom they apply – including shared experience on both the benefits and challenges. All case studies are available via the online toolkit.
- Hosted an experiential and special interest Champion session on creating inclusive environments to support a diverse workplace.
- 85% of Champion organisations have formal workplace flexibility strategy, policy and procedures in place, and 48% have an “all roles flexible” policy in place*.

WHAT WE'RE WORKING ON FOR 2018-19

- Conducting and launching industry research, in partnership with Global Women and Deloitte, that takes a closer look at inclusive workplace cultures in Aotearoa New Zealand.
- Developing an ‘Inclusive Cultures’ set of tools for leaders, off the back of the industry research.
- 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

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

GROW TALENT POOLS AND DIVERSE LEADERSHIP CAPABILITY

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.*

WHAT WE'VE ACHIEVED

- 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 2018-19

- Hosting a Champion and Iwi leaders engagement session and networking dinner, to provide an opportunity for these leaders to explore business opportunities in a bi-cultural nation, following completion of Treaty settlements. The session will focus on ideas and initiatives Champions can implement to more successfully achieve business outcomes with a bi-cultural focus.
- Showcasing affiliate diversity programmes (such as TupuToa, Rainbow Tick, UN Women, BeAccessible etc) through our new Champions for Change website, to raise awareness and encourage access to existing programmes and pathways to develop diverse leadership.

Rauika. 2018-19 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 2018	Wednesday, 28 9.00am-11.00am	Champion Special Interest Session: Inclusive workplace cultures Inclusive environments to support a diverse workplace	Russell McVeagh, Vero Centre, Level 30, 48 Shortland Street, Auckland
March 2018	Tuesday, 20 9.00am-10.00am	CFC Governance Group Meeting	By circulation
	Wednesday, 21 9.00am-10.30am	CFC Implementation Lead Meeting Preparation and briefing for March Summit. Update on CFC Progress Report and Gender Pay Gap Guidelines.	Russell McVeagh, Vero Centre, Level 30, 48 Shortland Street, Auckland
	Tuesday, 27 9.00am-11.00am	Champion Summit First Summit for 2018, featuring guest speaker Elizabeth Broderick, founder Male Champions of Change Australia.	MinterEllisonRuddWatts, 20/88 Shortland St, Auckland
	Wednesday, 28 12.00pm-2.00pm	Lunch Event: Vision, Leadership and Change Open lunch event with Elizabeth Broderick, founder Male Champions of Change Australia.	Cordis Hotel Crystal Room, 83 Symonds St, Grafton, Auckland
June 2018	Tuesday, 12 9.00am-10.00am	CFC Governance Group Meeting	PwC Tower, 188 Quay Street, Auckland
	Wednesday, 13 9.00am-10.30am	CFC Implementation Lead Meeting Preparation and briefing for June Summit. Update on CFC Diversity Report and building the Champion narrative/bios for new website.	ANZ Pavilion, 23-29 Albert St, Auckland
	Monday, 18 12.00pm-2.00pm	Champion Summit 2 Second Summit for 2018, featuring a review of the Champion survey and strategic priorities, and an update on the CFC Diversity Report.	Bell Gully, Vero Centre, 48 Shortland Street, Auckland
August 2018	Tuesday 7, 9.00am-10.30am	CFC Implementation Lead Meeting for Y1 Diversity Reporting (data review) Focus group for reporting organisations: presentation of first draft CFC Diversity Report, and group discussion on supporting narrative. How do we want to collectively tell our story?	Bell Gully, Vero Centre, 48 Shortland Street, Auckland

	Wednesday 15, 4.30pm-6.30pm	Inclusive Workplace Cultures: Research Launch In collaboration with Global Women and Deloitte, the inclusive workplace cultures research will be launched with insights on drivers for change.	The Generator, 12 Madden Street, Auckland Viaduct
September 2018	Tuesday 4, 9.00am-10.30am	CFC Implementation Lead Meeting: Launch of the Leadership Shadow Briefing session to introduce the Leadership Shadow exercise, and to establish key group outcomes.	Air NZ, Auckland, 185 Fanshaw St, Auckland
	Monday, 24 12noon – 1.30pm	Champion Special Interest Session: Y1 Diversity Reporting Review Participating Champions to review first CFC Diversity Report. What can we learn and what actions might we take from here? What can we share, and how might we hold ourselves accountable to change?	Deloitte, 80 Queen St, Auckland
	Wednesday, 26 9.00am-10.30am	CFC Implementation Lead Meeting for Y1 Diversity Reporting (process review) Feedback and learnings from year 1 diversity reporting, including what worked well, what were the challenges and what can we learn for year 2? Please note: this session is only relevant for those directly involved in collection and submission of diversity reporting data.	KPMG, 18 Viaduct Harbour Avenue, Auckland
	Friday, 28 09.00am-10.30am	CFC Governance Group Meeting	Westpac, 16 Takutai Square, Auckland
October 2018	Monday, 15 10.00am – 11.30am	Champion Special Interest Session: The Launch of the Leadership Shadow 1 Briefing session to introduce the Leadership Shadow exercise.	KPMG, Boardrooms 2-3, 18 Viaduct Harbour Avenue, Auckland
	Wednesday, 17 3.30pm-5.00pm	CFC Implementation Lead Meeting Preparation and briefing for October Summit. Update on Leadership Shadow exercise, share-back session, and update on Y1 Diversity Report.	Bell Gully, Vero Building, 48 Shortland St, Auckland
	Wednesday, 17 5.00pm – 7.00pm	Partner Thank You Drinks	Pavilion Café, Lobby Level, Vero Building, 48 Shortland St, Auckland
	Thursday, 25 12noon-4.00pm	Champion Summit Third Summit for 2018. This will be an extended Summit event to include a high-level Leadership Shadow share-back session; overview of learnings from Y1 CFC Diversity Report; and an open debate on public-private sector engagement opportunities.	The Treasury, 1 The Terrace, Wellington
November 2018	Tuesday, 20 8.30am-10.00am	Champion Special Interest Session: The Launch of the Leadership Shadow 2 Briefing session to introduce the Leadership Shadow exercise.	ANZ, 23 Albert St, Level 30, Auckland

2019			
February 2019	Wednesday, 6 Waitangi Day	Waitangi Day	~
	Wednesday, 13 9.00am-10.00am	Governance Group Meeting	Auckland venue. To be confirmed.
	Tuesday, 19 9.00am-10.30am	Implementation Lead Meeting: Y2 Diversity Reporting Workshop Workshop to review diversity reporting process, and to raise any questions in advance of the 2019 reporting deadline (31 March).	ASB, 12 Jellicoe Street, Wynyard Quarter, Auckland
March 2019	Wednesday, 6 9.00am-10.30am	Implementation Lead Meeting Preparation and briefing for the March Summit.	Auckland venue. To be confirmed.
	Wednesday, 20 8.00am-10.00am	Champion Summit - March First Champion Summit for 2019.	PwC, Level 22/188 Quay Street, Auckland
	Sunday, 31 5.00pm	End of year two diversity reporting period	~
April 2019	Tuesday, 30 5.00pm	Year two diversity reporting data submissions due	~
May 2019	Tuesday, 7 8.00am-10.00am	Champion Special Interest Session: The Leadership Shadow Hosted by Champion and CEO Air NZ, Christopher Luxon, this peer-to-peer session will focus on insights and learnings from the Leadership Shadow.	Air NZ, 185 Fanshawe Street, Auckland
June 2019	Matariki begins	Matariki begins	~
	Friday, 14 9.00am-10.00am	Governance Group Meeting	Auckland venue. To be confirmed.
	Tuesday, 18 9.00am-10.30am	Implementation Lead Meeting Preparation and briefing for June Summit.	Auckland venue. To be confirmed.
	Friday, 28 8.00am-10.00am	Champion Summit - June Second Champion Summit for 2019.	Auckland venue. To be confirmed.
September 2019	Friday, 6 9.00am-10.00am	Governance Group Meeting	Auckland venue. To be confirmed.
	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
	Monday, 14 12noon-14.00pm	Champion Summit – October Third Champion Summit for 2019.	Bell Gully, Vero Building, 48 Shortland St, Auckland

Ō mātou mohiotanga.

Our research and publications

The [2018 Progress Report](#) showcases a range of Champion commitments in action, against the objectives of our collective workplan.

A range of additional infographics, presentations, video case studies and the full set of [Diversity Reporting Framework](#) materials are available under the 'Resources' section of the [Champions for Change website](#) at <https://www.championsforchange.nz/>

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 <http://flexibility.championsforchange.nz/>

Whakapā mai. Contacts

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