

2024 Champions for Change Impact Report



Anchored by  GLOBAL WOMEN

A community of purpose

KIA URU KAHIKATEA KI TŪ!

The kahikatea tree is Aotearoa New Zealand's tallest indigenous tree. It is remarkable for the fact that its root system spreads across the forest floor and becomes entwined with the roots of other kahikatea.

These connections make them one of the strongest and most resilient trees in the forest, enabling them to grow to great heights. The whakataukī above literally means to stand as a grove of kahikatea and speaks to what becomes possible when people come together with a common purpose.

Eight years ago, a collective of leaders came together with a shared ambition: to achieve gender balance in all parts of their workforces. It was agreed that there would be a process of annual data collection and public reporting as part of tracking their progress and holding themselves, and each other, accountable for taking meaningful action every year.

They agreed the measurement should be a minimum of 40% women, 40% men, with the remaining 20% leaving space for gender diverse people and natural fluctuations from year to year. The Champions for Change annual impact report itself became an important public statement of their collective accountability and "40:40:20" defined as the measure of progress.

In the following years, as the Champions' focus expanded, a further commitment was made to report on their progress around ethnicity as well as gender diversity. Gender pay gap reporting was added next, with all Champions agreeing to publicly report their gender pay gaps - both signals that transparency along the journey was fundamental.

2024 in Focus

This year Champions continue to make progress on a number of fronts across the categories we measure - Board, Key Management Personnel, Other Executives/GMs, Senior Management, Other Managers, Non-Managers and total workforce.

Notably, the 43 organisations reporting in 2024, 33 of them have gender balance in their overall workforce.

When we compare the CEO-level gender diversity of Champions for Change against the NZX50, Champions have more than double female CEOs in 2024 and notably, 5 of the 6 NZX50 Female CEOs are themselves Champions (ANZ, Spark, Westpac, Auckland International Airport, Sky Network Television). Champions also have more female Chairs compared to the NZX50 - with 18 Female Chairs across the collective.

In terms of female participation, our Champion members outperform the market in 8 of the 12 industries this year. This higher proportion is especially apparent in traditionally dominated male fields such as Transportation, Manufacturing Electricity and Construction where Champion organisations' also continue to close the gap faster than the New Zealand market.

In addition to reporting our 2024 data, we are also reviewing the progress made over the seven years of reporting and asking - do the Champions for Change Impact Reports demonstrate that real, meaningful change has been made?

Seven Years of Progress

As a collective, Champion organisations have been making significant progress over time, achieving gender balance in almost all work categories as a team. Both power and participation indicators are shifting in the right direction at the aggregate level and within many individual organisations.

More women can be found in Champion workplaces in general, on their boards and in senior positions, in particular.

With purposeful attention to the appointment cycles of those outside of 40:40:20, it is possible that close to 100% of Champion organisations will have gender-balanced boards by 2027. A significant milestone that now feels well within reach.

Māori representation and ethnic diversity is also increasing, albeit slowly at all levels with the most significant progress being made at a board level. Promisingly, we are also seeing growth in the reporting of diverse gender identities, suggesting that more people are feeling safe to report and more workplaces are fostering a sense of psychological safety and authentic belonging.

None of these achievements would have been possible without the Champions and their teams. Their commitment has enabled this kaupapa to withstand a global pandemic, the periods of great uncertainty that followed and the ongoing challenging economic conditions.

Of course, there is still much more to do. There remain systemic issues that impact both the power and participation of women in a range of sectors. Māori representation and greater ethnic diversity in leadership across the board still need our attention.

The work continues. Like the kahikatea though, we are stronger together as a community in meeting these challenges. We have more growing to do but we will support one another in the process as we continue our mahi ahead, heartened by the positive progress achieved and inspired by what's still to come.

Ngā mihi nui,



Matt Prichard

Co-Chair Champions for Change
Executive Chair, KPMG New Zealand



Antonia Watson

Co-Chair, Champions for Change
CEO, ANZ



Dame Theresa Gattung

Vice-Chair, Champions for Change
Chair, Global Women

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PROGRESS



The Champions for Change Governance Group 2024



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Seven Years of Progress

When Champions for Change was first formed, our purpose was focused on getting more women into workplaces that had historically been dominated by men. Our intention was about achieving gender balance and ensuring equity for women in the workplace. That remains our goal. However, how we think about diversity, equity and inclusion has evolved over time.

Our new vision is to see accessible, progressive, successful employment for everyone, everywhere. This reflects our belief that policies and practices in support of DE&I benefit everyone. An important example is the Parental Leave Framework being developed in our Increasing Gender Diversity workstream. Once implemented, it will ensure women are better supported as mothers and on re-entry to the workforce, as well as enhancing the parental and employment experience of fathers and other parents. This can only be a good thing.

We remain committed to the concept of 'balance' as a way of measuring our progress towards our DE&I. In terms of gender, this is defined as an organisation's workforce being comprised of a minimum of 40% women, 40% men, with the remaining 20% providing space for those with diverse gender identities and for natural fluctuations from year to year.

This is known colloquially as 'forty-forty-twenty'. In relation to representation of tāngata whenua and ethnic diversity, we compare ourselves to Aotearoa New Zealand's working-age population.

However, we also recognise that it is not enough for people who have historically been excluded to be allowed in the door. We must work to ensure they are as likely to be found in the boardrooms and C-suites as they are in our most junior roles. This is of course about fairness but we also know this is necessary for our organisations to harvest the full business benefits of a diverse and inclusive team. For this reason, our reporting analyses our data through two principal lenses: participation and power.

In preparing this report, our objective was to answer this overall question:

What has changed since reporting began?

In the pages that follow, we answer this question and set ourselves a new challenge for the future.



10
INDUSTRIES



7
YEARS OF DATA



62
ORGANISATIONS



112K
2.8K
AVERAGE ANNUAL CFC
WORKFORCE
AVERAGE ORGANISATION
WORKFORCE



1.4M
DATA POINTS IN USE

Power & Participation



Participation Gap

Definition: A Participation Gap exists where women comprise less than 40% of the workforce or the Māori representation and ethnic diversity do not reflect the general population.

Levers of Change: Closing a participation gap requires industry collaboration at scale, the cooperation of the education sector and government support over a longer period of time.

Power Gap

Definition: A Power Gap exists where board, executive leadership and management roles are held by less than 40% women or are not reflective of the general population in terms of Māori representation or ethnic diversity.

Levers of Change: Closing a power gap is achieved through internal promotions and hiring outside talent directly into senior roles in conjunction with initiatives that act on some of the causes of imbalance such as representative recruitment panels.

Seven Years of Progress: Key Insights



The Collective

As a collective, Champion organisations have been making significant and meaningful change over time, achieving gender balance in almost all work categories as a team. Both power and participation indicators are shifting in the right direction at the aggregate level and within many individual organisations. More women can be found in Champion workplaces in general and on their boards and in senior positions in particular.

- Air New Zealand
- Auckland International Airport
- Chorus
- Mercury NZ

There are 9 organisations that currently have a participation gap but small incremental increases are occurring.

Power Changers

Since beginning reporting, six organisations have closed their power gaps completely, bringing their board, executive leadership and management levels into gender balance.

They are:

- BNZ
- Buddle Findlay
- Fonterra
- New Zealand Trade & Enterprise
- PwC
- The Treasury

Participation

Participation of women in under-represented organisations and industries is (slowly) improving.

Of the 43 organisations reporting in 2024, 34 of them have gender balance in their overall workforce. Four of those have achieved gender balance since they started reporting and they are:

Boards

The effort to achieve gender balance on boards is working.

Organisations from a broad range of industries, including those with participation gaps, have shown achieving gender balance at board level is possible.

With purposeful attention to the appointment cycles of those outside of 40:40:20, it is possible that close to 100% of champion organisations will have gender-balanced boards by 2027.

Of the 37 Champion organisations reporting board figures for 2024:

- 26 have gender-balanced boards
- 17 of those 26 have changed their board composition over time to achieve that gender balance, since they started reporting
- 3 of the remaining 11 have achieved gender balance before
- 7 of the remaining 12 are within one appointment of achieving gender balance

9 of the 47 Champion organisations that have NZ boards, 18 (38%) have women Chairs. This compares to 14 (or 28%) of NZX50 companies, 7 of which are also Champion organisations.

Seven Years of Progress: Key Insights



Executive Leadership

While the progress is meaningful and encouraging, more work needs to be done to improve the progression of women into executive leadership roles.

Of the 43 Champion organisations reporting executive positions for 2024:

- 21 have gender-balanced executive leadership teams
- 15 of those 21 have promoted and hired-in women to executive positions, changing the gender balance over time, since they started reporting
- Women remain under-represented in 22 executive teams, though 9 organisations are close to achieving or re-achieving 40:40:20

Of the 59 Champion organisations, 17 (or 29%) are led by women CEOs. Only 6 companies in the NZX50 (or 12%) are led by women, 5 of whom are also Champions.

Management

More organisations began reporting with gender balance in management roles.

However, the least amount of change has occurred at this level with only 5 out of 25 organisations having made and sustained a shift to over 40%.

Of the 43 champion organisations reporting management positions for 2024:

- 25 have gender balanced management positions
- 5 of those have achieved gender balance since they started reporting
- Women are under-represented in the remaining 17 management teams, though 8 are close (over 33%)

Ethnicity

Progress on ethnic diversity has been slow, particularly at more senior levels but: Māori representation at board level has increased significantly and the proportion of Asian employees across the champions workforce now exceeds the Asian proportion of the working-age population.

Diverse Gender Identities

Since 2019, there has been 8 x growth in reported numbers, 7 x growth in proportion of workforce and approximately 3 x growth in the number of organisations this data has been reported from.

This suggests that more people are feeling safe to report and the conscious effort workplaces are making to move from just inclusion to authentic belonging is having an impact.

Seven Years of Progress: Collective Change

The graph shows representation of women across 6 work categories (Board, Key Management Personnel, Other Execs/ GMs, Senior Managers, Other Managers and Non-Managers), plus the overall workforce. It charts the progress of those Champion organisations as a collective who were part of the foundation diversity report.

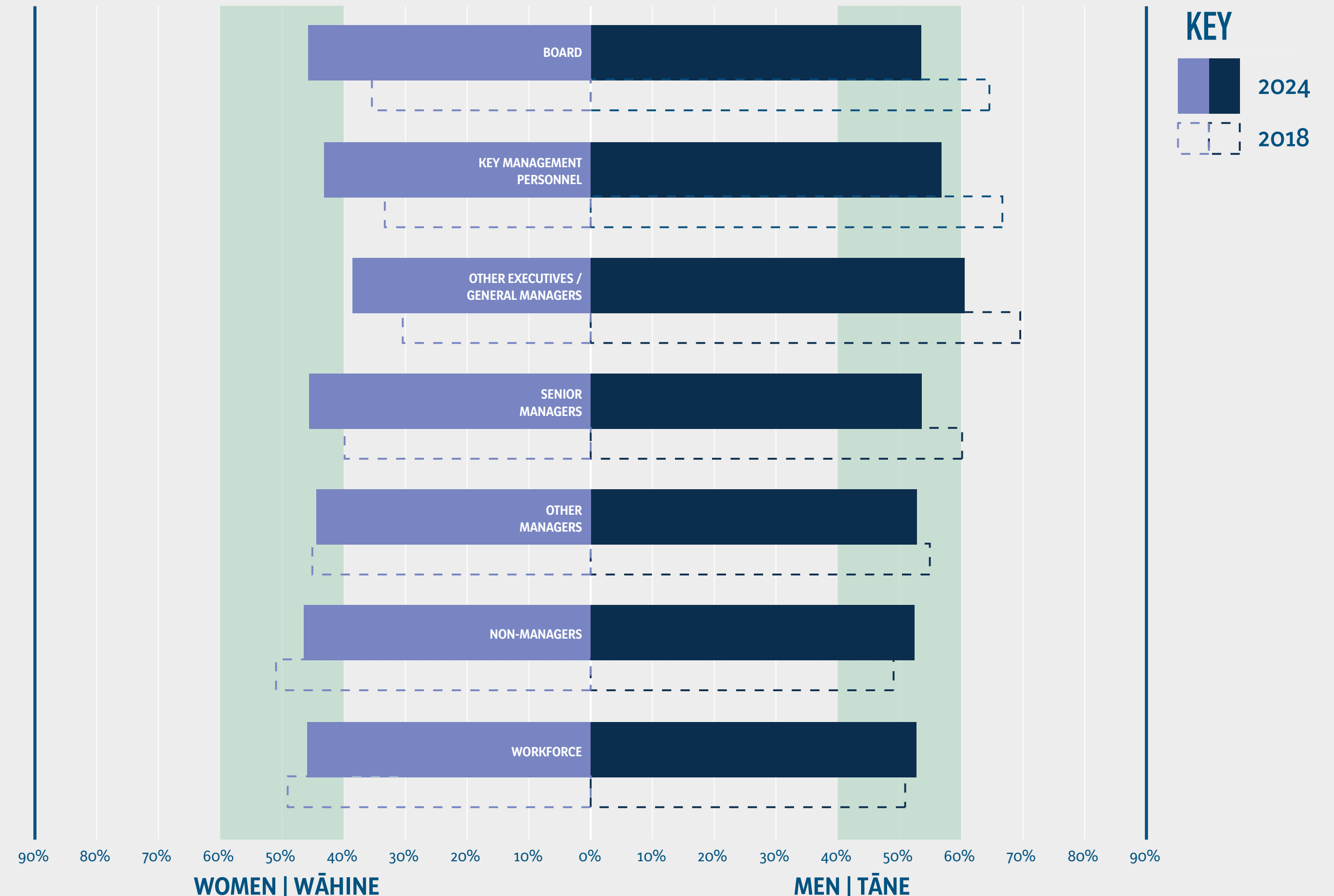
What the graph shows is that, in 2018, 4 of the 6 work categories (Board, Key Management Personnel, Other Execs/ GMs and Senior Managers) were below the 40:40:20 target. That is, women were under-represented. Since that time, with this group of companies, there has been a gradual increase in all categories so that, today, only one category (Other Execs/ GMs) remains below 40%. However, even in that case, it is close to the target and the direction of travel is encouraging.

Based on the trend, this category is likely to achieve gender balance in 2025 or 2026. Together, it shows that with purpose and deliberate action, things can, and do, change.

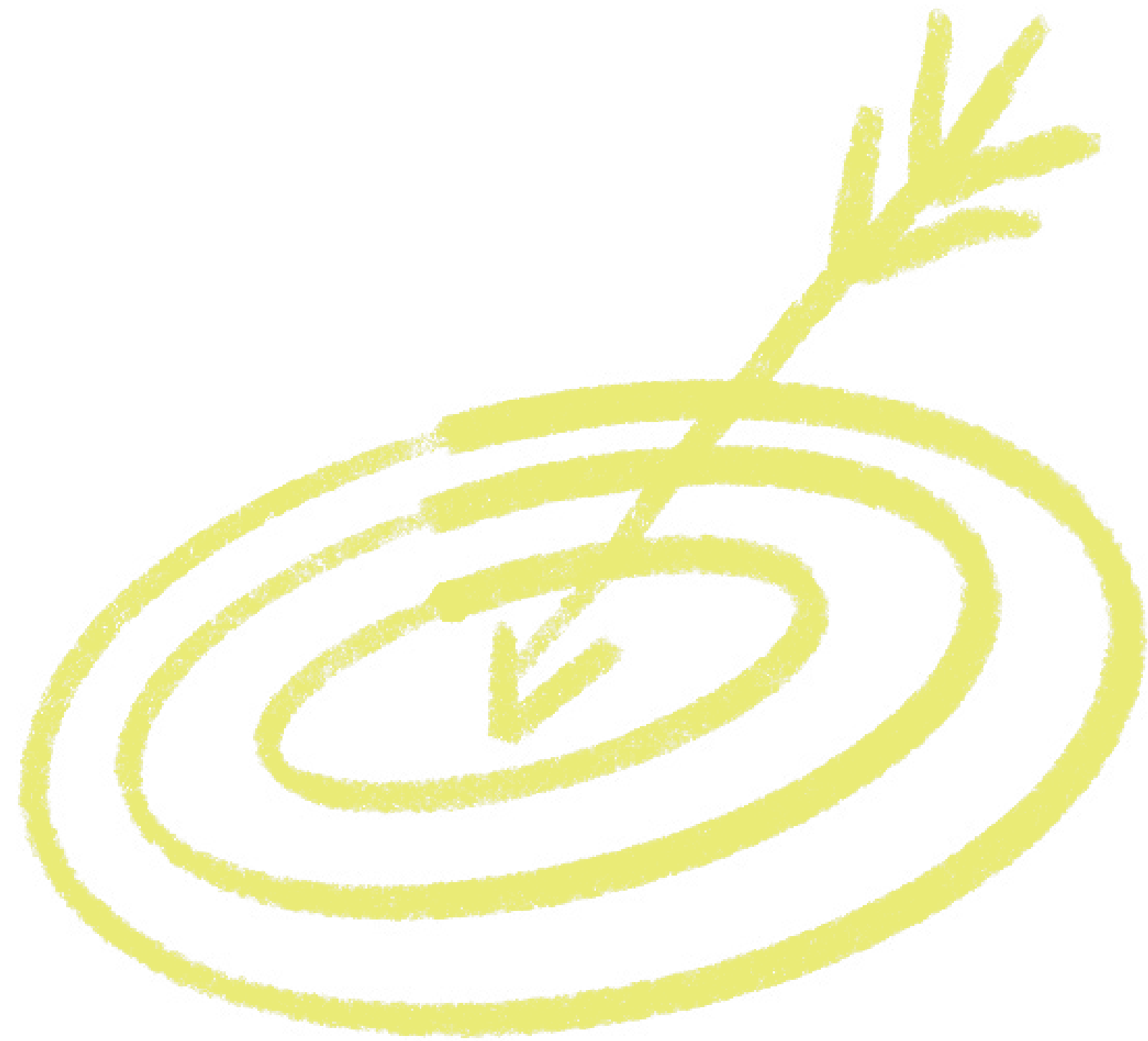
However, viewing things in aggregate can obscure where precisely change has been made and by whom.

The second gap identified was in relation to the gendered distribution of power within and across organisations. A 'Power Gap' can be said to exist in organisations where there is no participation gap but where women are under-represented in more senior roles. Supported by policies and practices (e.g. gender-balanced panels), the levers to close a power gap include the internal promotion and lateral hiring of women into more senior roles.

GENDER REPRESENTATION FOUNDING CHAMPION ORGANISATIONS WOMEN & MEN, 2018 & 2024



Seven Years of Progress: Leading the Way



It is right that we should recognise the achievements of organisations since they began reporting. However, it is important to acknowledge those who had already put in the work to effect change before they joined the Champions for Change conversation. They have served as proof points of what is achievable and as examples to follow. They also illustrate just how much attention and effort is required to both achieve gender balance and, just as importantly, to maintain it.

An excellent example is Spark New Zealand. Thirty years ago, all nine of the company's board members were men. In 1997, Spark (or Telecom as it was then known) appointed Dame Patsy Reddy as a director and, in doing so, joined a very small group of companies listed on the New Zealand Stock Exchange with women on their boards. Dame Patsy would remain one of eight or nine for the next couple of years until the appointment of Dame Theresa Gattung as their CEO in 1999. Dame Theresa was the youngest and first woman CEO of a listed company.

Despite being early-movers in the representation of women on their board and the first-mover in appointing a woman CEO, further change took time. Following Dame Theresa's departure in 2007, there would not be more than one woman director on their board until 2016. In that year, Justine Smyth was joined by Alison Gerry and Alison Barrass and, at three out of seven (43%), they achieved gender balance. Justine assumed the Chair in 2017 and the company has maintained a gender-balanced board in every year since.

There are six other champion organisations that had gender balance at board level prior to beginning their reporting in 2018 and still have it in 2024. They are:

- Air New Zealand
- Auckland International Airport
- Contact Energy
- Genesis Energy
- New Zealand Trade & Enterprise
- Russell McVeagh

Finally, it is also worth noting that, with the appointment of Jolie Hodson as CEO in 2019, Spark became the first listed company with women in both Chair and CEO roles. In late 2021, they were joined in this by Westpac New Zealand with Pip Greenwood in the Chair and Catherine McGrath succeeding Simon Power as CEO.

While the focus of the seven year review has been on what has changed since organisations began reporting, it was important to spotlight the early-movers among our number and the leadership they have provided for the wider Champion community and beyond.

Power



Power Changers

BOARD REPRESENTATION OF WOMEN by Champion Organisation 2024

The Power Changers

Of the two gaps, the one most under direct control of an organisation is the distribution of power. Roles with greater span of control, budget authority, contribution to strategic decision-making and leadership influence over organisational culture have historically been dominated by men. Even in a workforce in which the most junior staff are comprised of 75% women, it has not been unusual to find each step 'up' in seniority to become progressively more dominated by men to the point they hold 75% of the most senior roles.

With seven years of data and over a million data points, we now have a better picture of what kind of change we have been championing and where it has actually occurred. Which organisations have shifted how power is distributed?

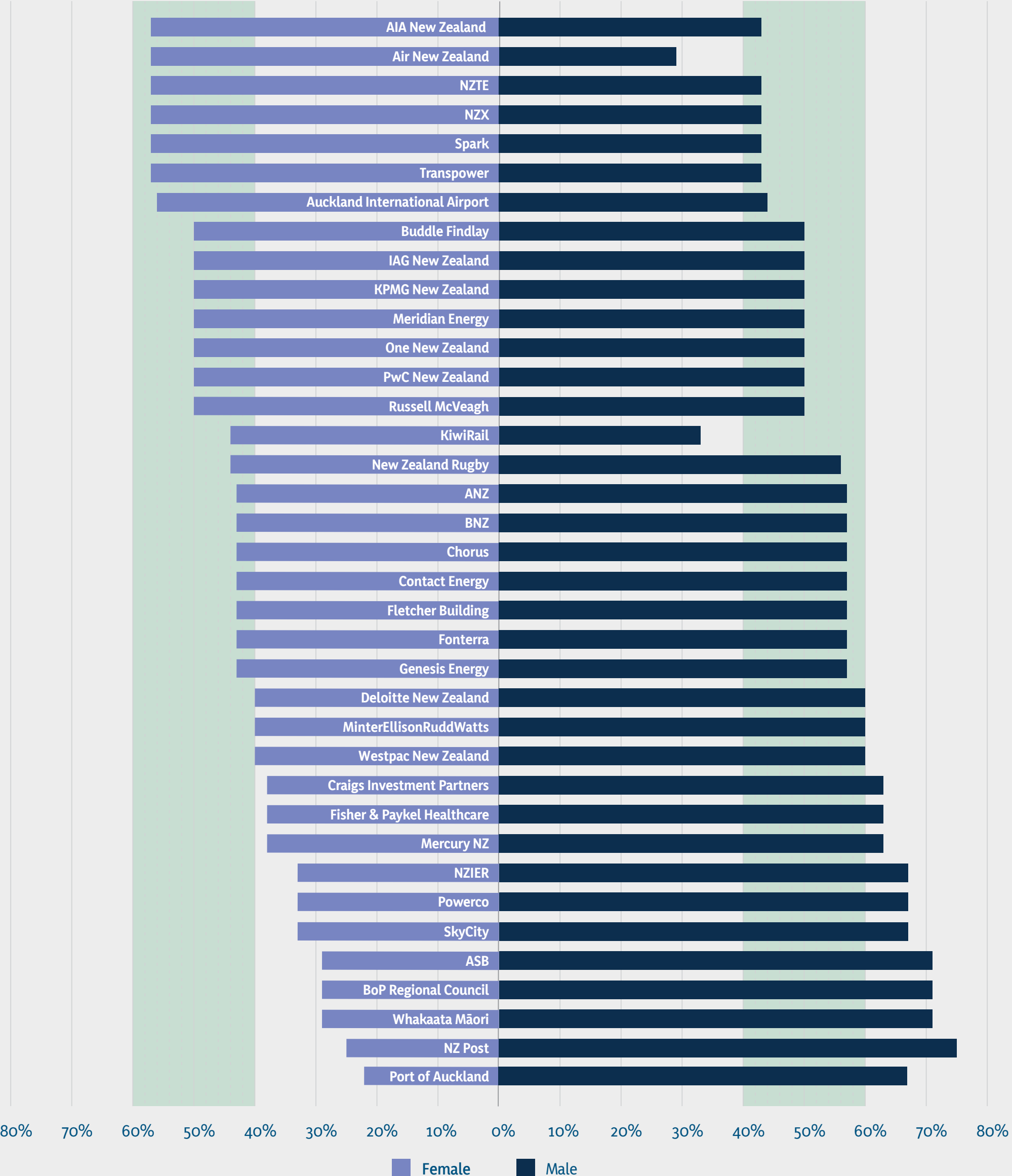
In this report, we examine gender representation across six 'levels':

- Board
- Key Management Personnel (C-Suite)
- Other Execs/GMs
- Senior Managers
- Other Managers
- Non-Managers

Boards

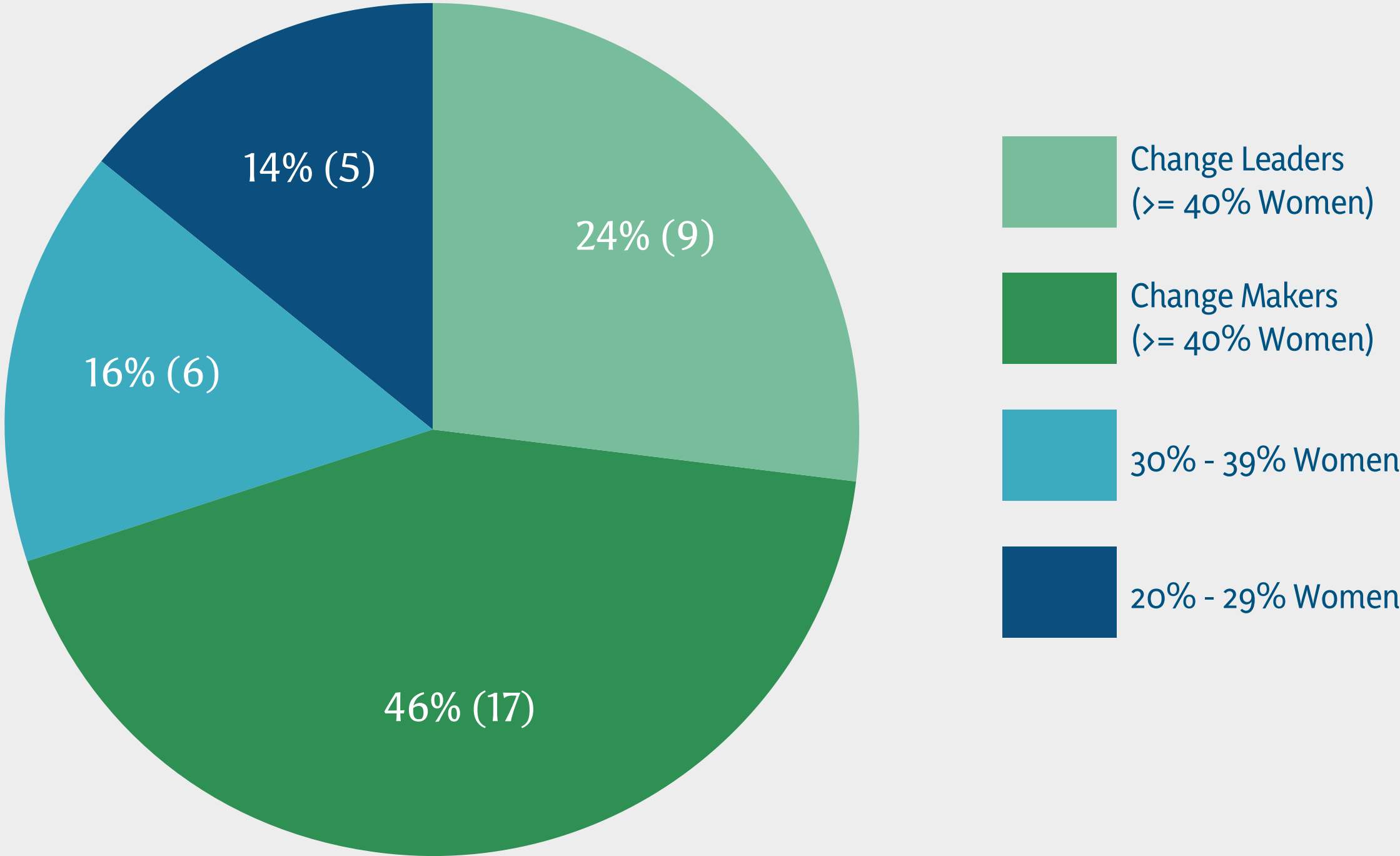
Both those founding champion organisations and those who have joined more recently have increased the representation of women on their boards during their time contributing to this report. Today, of all 37 champion organisations reporting board figures by gender, 24 are in the 40:40:20 range.

This was not always the case. When 17 of these organisations began reporting with Champions for Change, women were under-represented on their boards.



Board Representation

BOARD REPRESENTATION OF WOMEN Champions for Change 2024



The diagram shows:

Change Leaders – organisations that have had gender balanced boards since they joined Champions for Change

Change Makers – organisations with boards that have become gender balanced during their time with Champions for Change

Proportion of Champion organisations with boards with less than 40% women membership of their boards.

What this shows is that in addition to the 26 organisations that have gender-balanced boards, a further 7 are only one position short of reaching 40:40:20. It is conceivable that, over the next three years, all Champion organisations that report board figures will achieve gender balance.

In terms of what has changed over the years, the following organisations have, over time, shifted the representation of women on their boards from a low-point below 40% to over 40% in 2024.

Board Representation

Spanning a wide range of industries, some of which are known for their under-representation of women in their broader workforces, this group of organisations is a demonstration of the meaningful change that has occurred and a signal to others of what is possible.

CHAMPION ORGANISATION	LOW-POINT	2024
ANZ	29%	43%
BNZ	25%	43%
Buddle Findlay	33%	50%
Chorus	29%	43%
Deloitte New Zealand	25%	40%
Fletcher Building	25%	43%
Fonterra	18%	43%
KiwiRail	38%	44%
KPMG New Zealand	17%	50%
MinterEllisonRuddWatts	33%	40%
NZ Rugby	13%	44%
NZX	27%	57%
One New Zealand	11%	50%
PwC New Zealand	33%	50%
Transpower	29%	57%
Westpac New Zealand	33%	40%

NZ Rugby is a good example of an organisation that has brought about significant change at Board level. In 2019, they had 1 woman director on an 8-seat board. Today, 4 out of 9 seats are held by women.

In 2018, KPMG had 1 woman director on a board of 6. Today, the 6 seats are held by 3 women and 3 men.

Fonterra had 2 women directors in 2018 in a board of 11.

In 2024, there are 6 women directors on a board of 14.

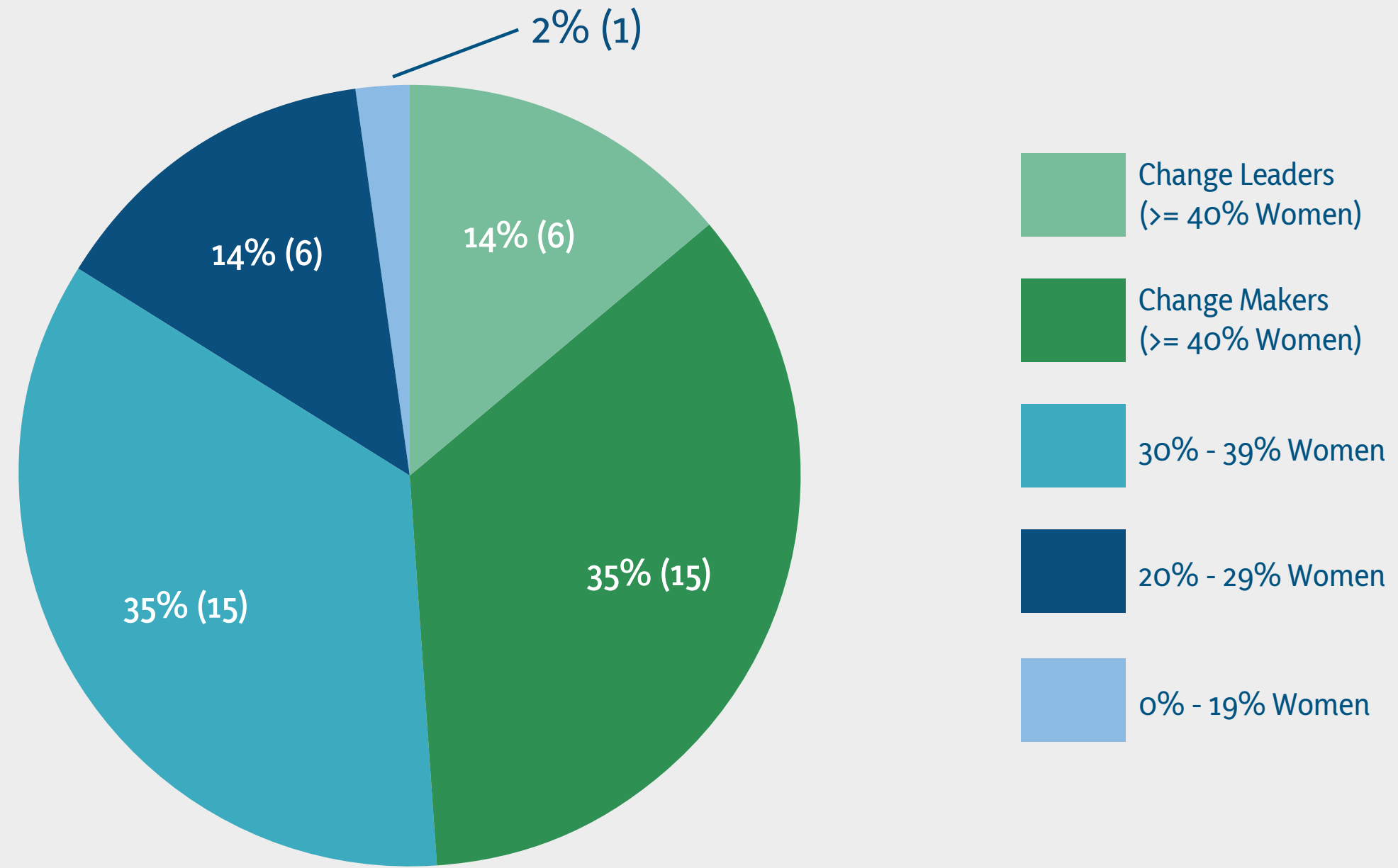
Of the 11 organisations which do not have gender balance on their boards, 3 have previously achieved gender balance and 7 of them fall short by just a single appointment.

It is conceivable that all Champions for Change organisations will have gender balanced boards in the next 3 years.

Executive Leadership

EXECUTIVE LEADERSHIP REPRESENTATION OF WOMEN Champions for Change 2024

CHAMPION ORGANISATION	LOW-POINT	2024
Air New Zealand	37%	42%
ASB Bank	22%	42%
Auckland Council	37%	42%
Auckland International Airport	13%	50%
BNZ	31%	47%
Buddle Findlay	32%	60%
Chorus	18%	50%
Contact Energy	23%	42%
Fonterra	24%	41%
NZTE	38%	63%
Publicis Groupe NZ	0%	57%
PwC New Zealand	27%	41%
Spark New Zealand	33%	49%
The Treasury	24%	54%
Transpower	30%	56%



While more modest than the shift seen in governance, there is also a story of meaningful change occurring at the executive leadership level (Key Management Personnel and Other Executives/General Managers).

Since they began reporting, 15 organisations have achieved gender balance among their executive leaders.

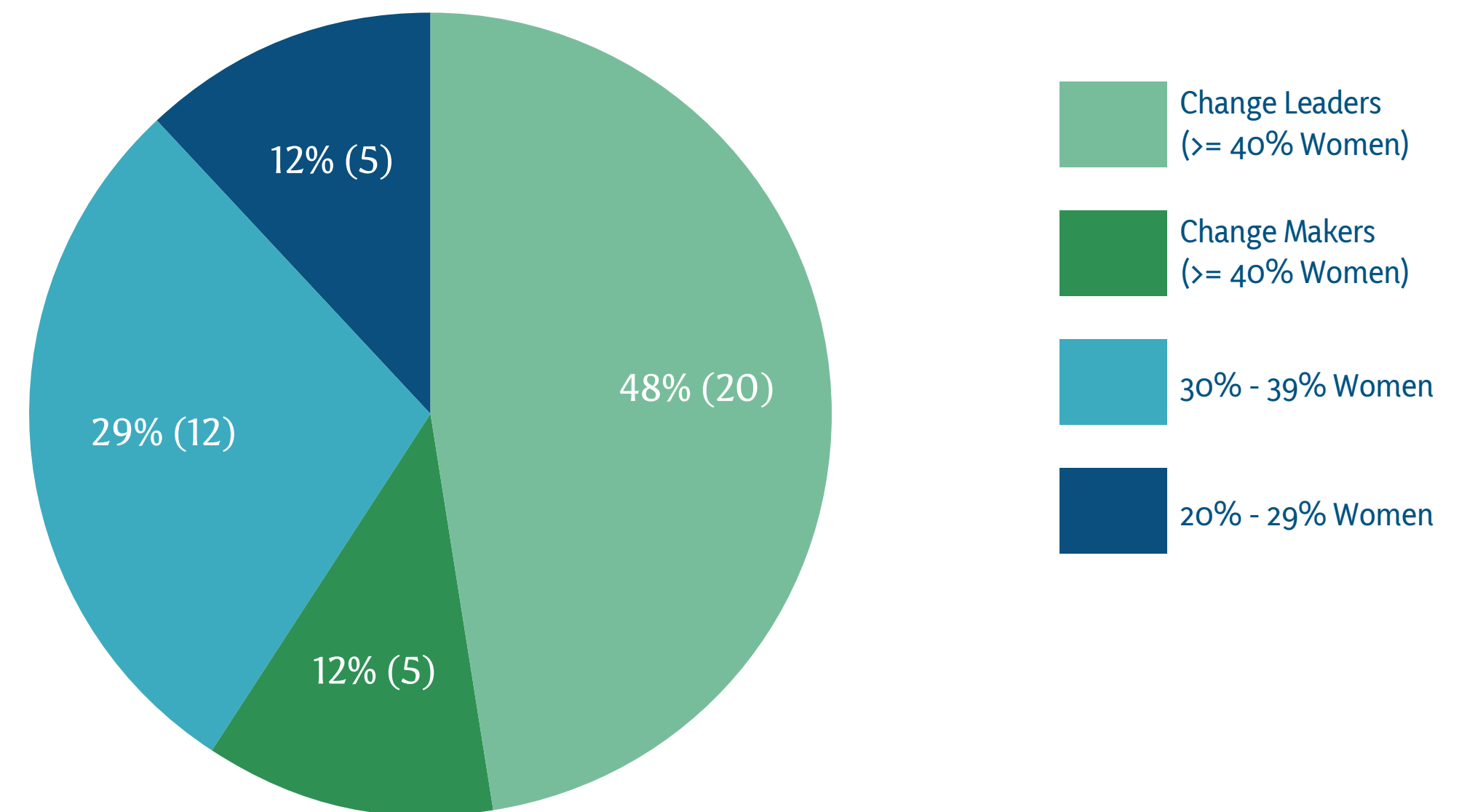
Management

Only 5 organisations have made the shift from less than 40% to more than 40% women managers.

They are:

COMPANY NAME	LOW-POINT	2024
Deloitte New Zealand	39%	53%
Fonterra	38%	41%
Mercury NZ Limited	30%	46%
Meridian Energy	37%	40%
NZ Rugby	38%	43%

MANAGEMENT REPRESENTATION OF WOMEN
Champions for Change 2024



At the management level, almost half of those currently reporting began their association with Champions for Change with gender balance across senior and other managers.

CEO Gender Representation Champions & NZX50 2024

Gender Representation
Chief Executives
Champion Organisations & NZX50
2024

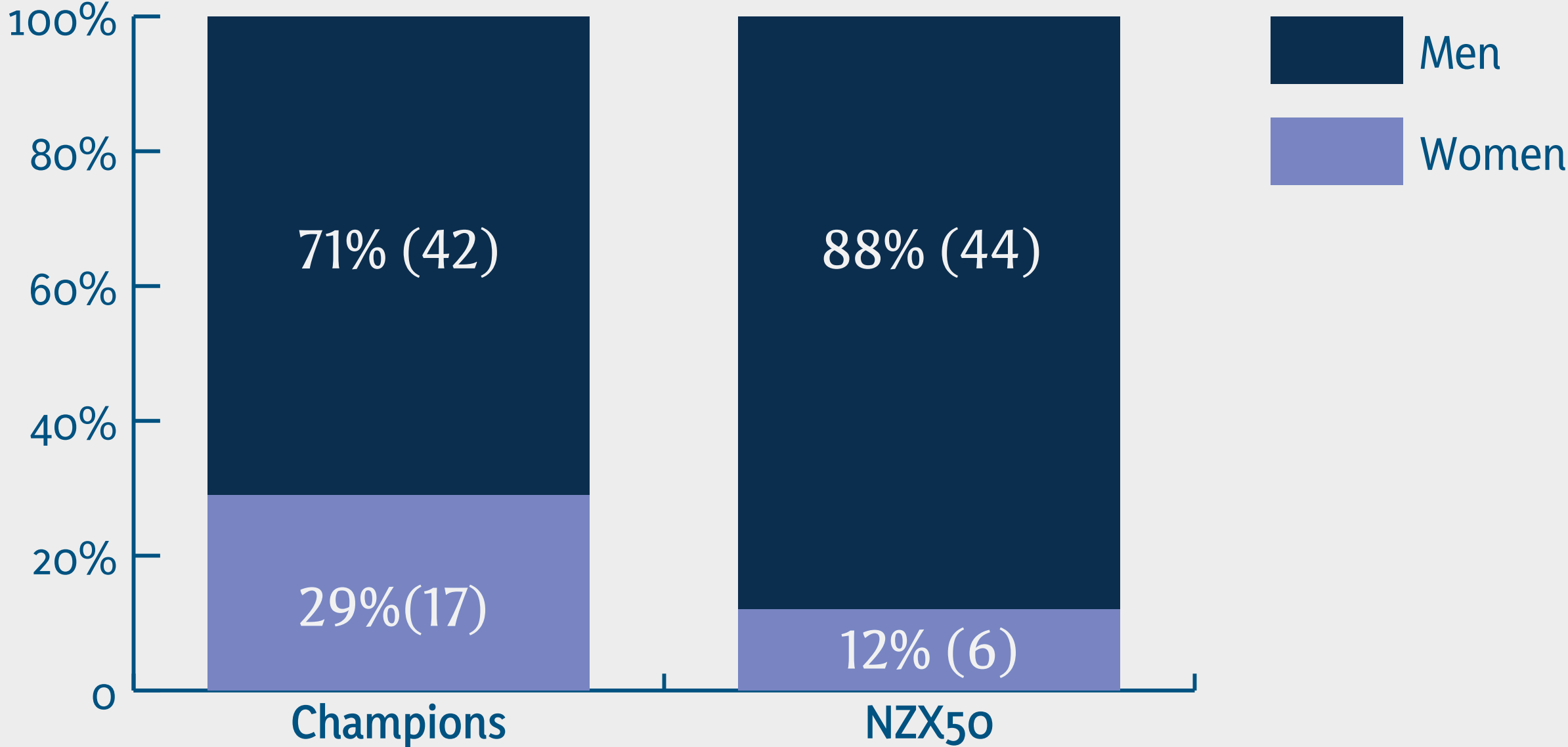


CHART	CEO GENDER REPRESENTATION CHAMPIONS & NZX50					
	Female	Male		Female	Male	Total
CHAMPIONS	29%	71%	CHAMPIONS	17	42	59
NZX50	12%	88%	NZX50	6	44	50

Chair Gender Representation Champions & NZX50 2024

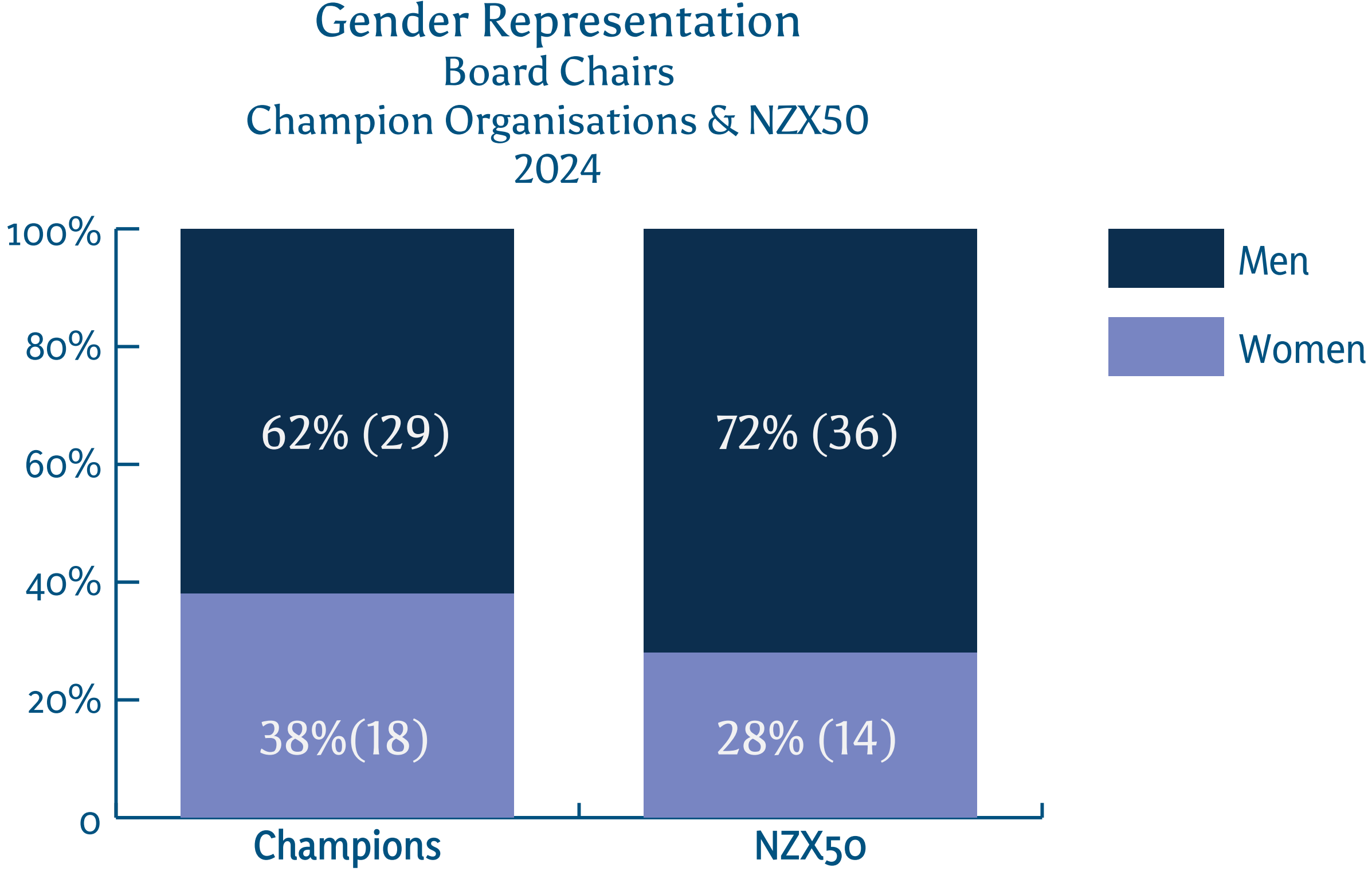
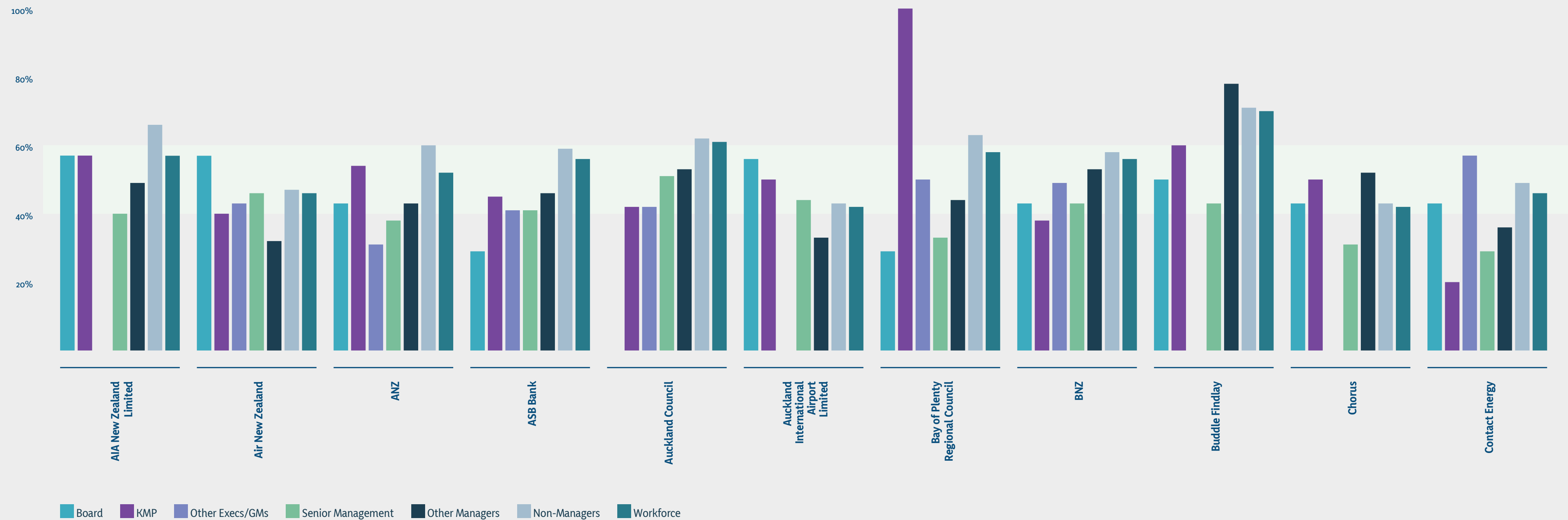


CHART	CHAIR GENDER REPRESENTATION CHAMPIONS & NZX50					
	Female	Male	2024	Female	Male	Total
CHAMPIONS	38%	62%	CHAMPIONS	18	29	47
NZX50	28%	72%	NZX50	14	36	50

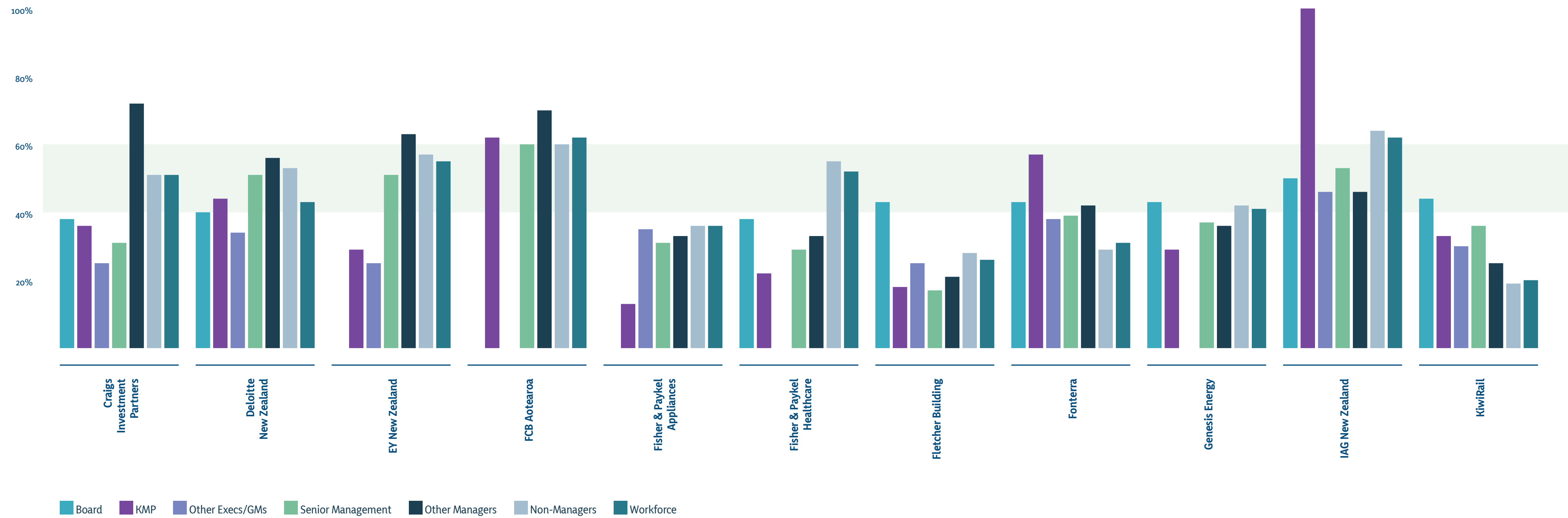
Champions for Change Gender Balance: Proportion of Women in the Workforce by Work Category 2024

FEMALE REPRESENTATION BY CHAMPION ORGANISATION 2024



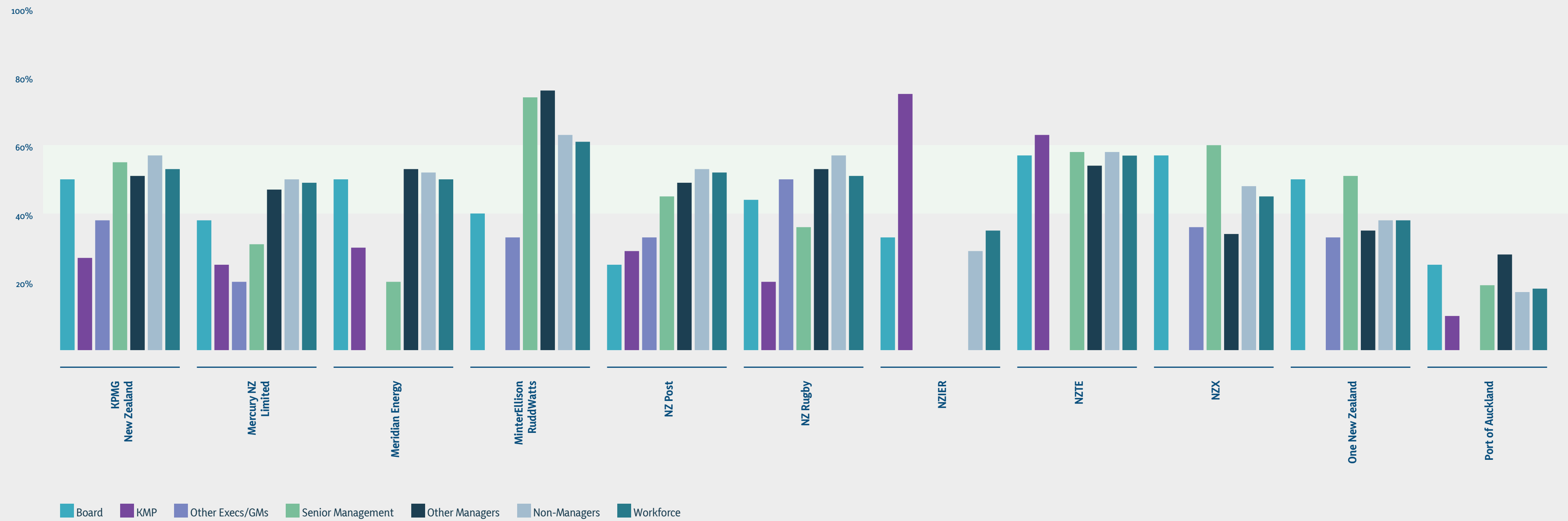
Champions for Change Gender Balance: Proportion of Women in the Workforce by Work Category 2024

FEMALE REPRESENTATION BY CHAMPION ORGANISATION 2024



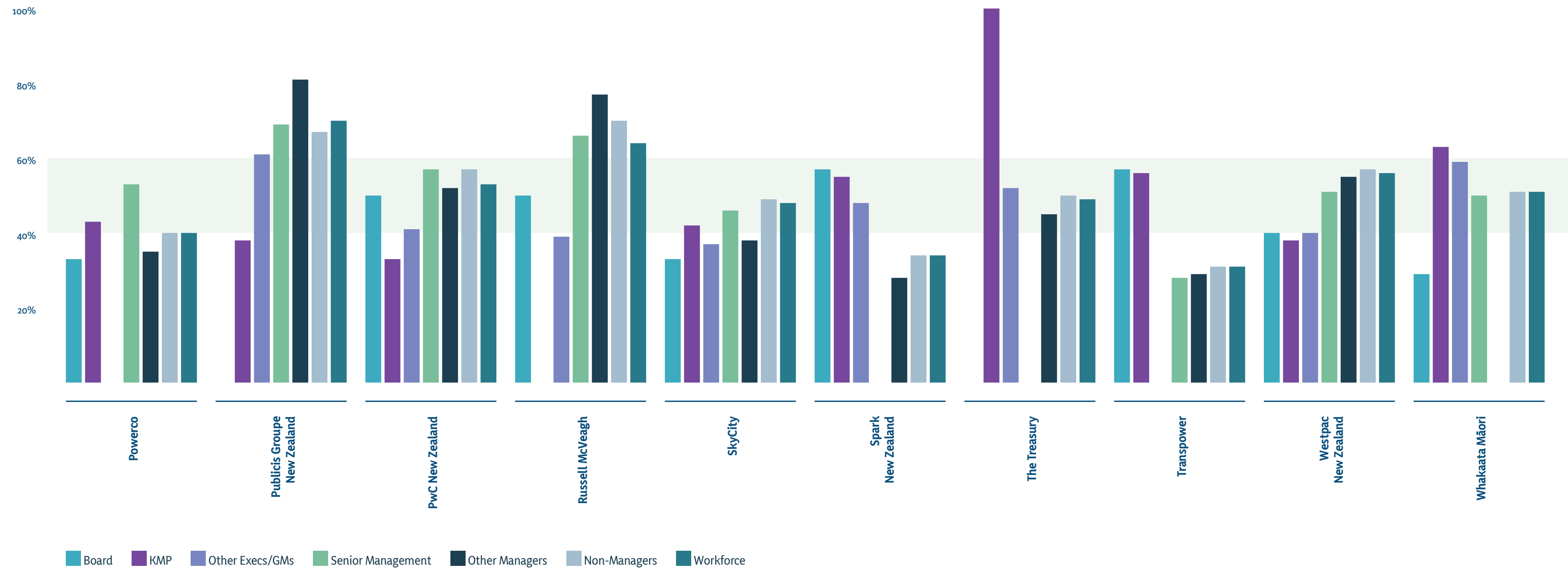
Champions for Change Gender Balance: Proportion of Women in the Workforce by Work Category 2024

FEMALE REPRESENTATION BY CHAMPION ORGANISATION 2024



Champions for Change Gender Balance: Proportion of Women in the Workforce by Work Category 2024

FEMALE REPRESENTATION BY CHAMPION ORGANISATION 2024



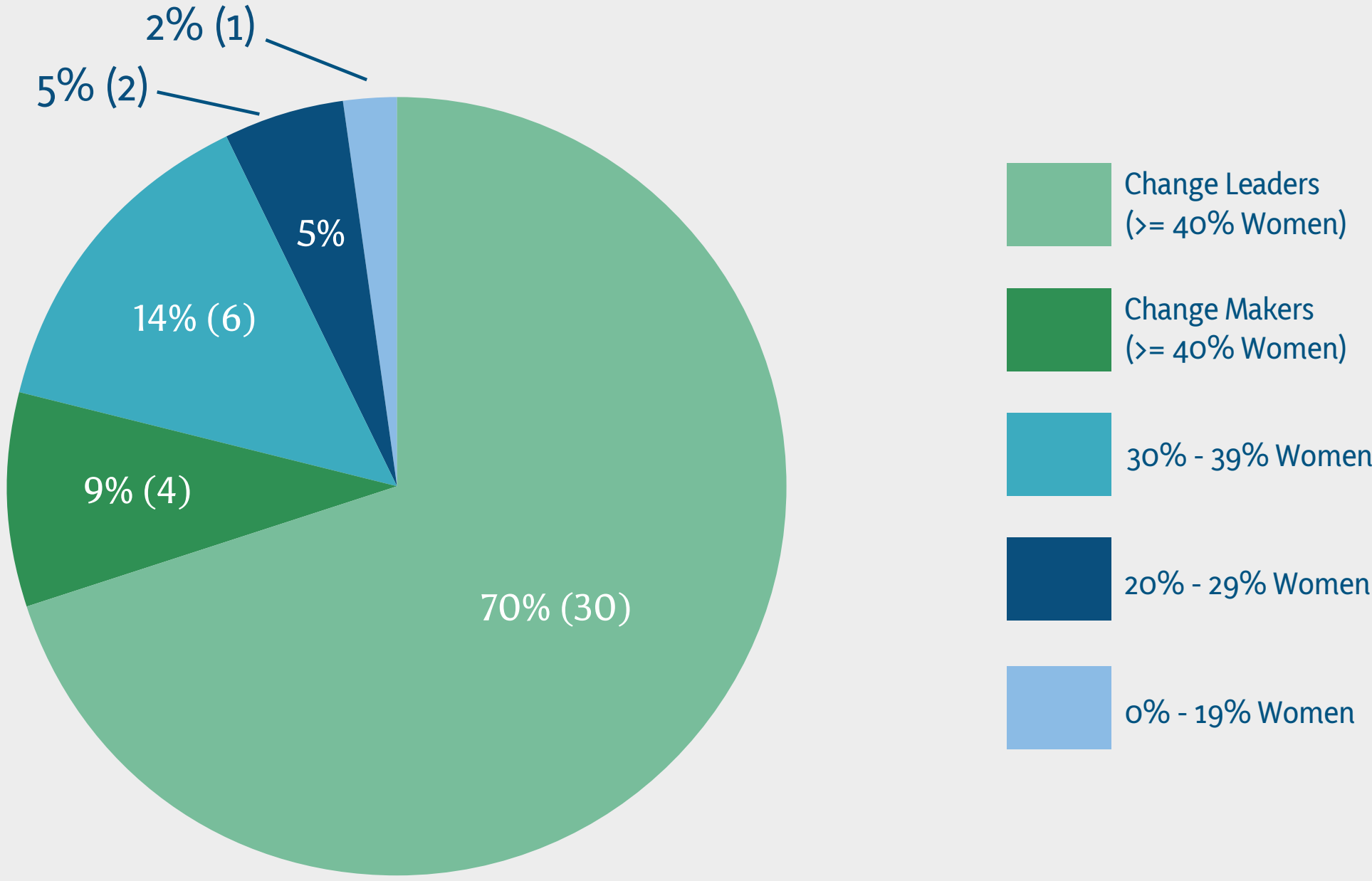
Participation



Participation

Closing a participation gap is challenging because the root causes are generally systemic and societal.

WORKFORCE REPRESENTATION OF WOMEN
Champions for Change 2024



CHAMPION ORGANISATION	LOW-POINT	2024
Air New Zealand	39%	46%
Auckland International Airport	37%	42%
Mercury NZ Limited	38%	49%
PowerCo	39%	40%

The engineering profession is a good example of one in which women are under-represented. However, women are also under-represented in the tertiary qualifications that lead to the profession and the secondary school subjects that lead to tertiary-level study.

As a result, addressing this issue requires industry collaboration at scale, government policy interventions, the cooperation of the education sector and time. An example of this in action can be seen in the work Champion organisations in the electricity sector are doing with their peers.

This is expected to have benefits in terms of the representation of women for their sector and beyond to other technical industries.

Understanding how difficult the challenge is, it is remarkable that we have four champion organisations that have grown the participation of women in their workforces to over 40% since they started reporting. They are shown in the table to the left.

Ethnicity

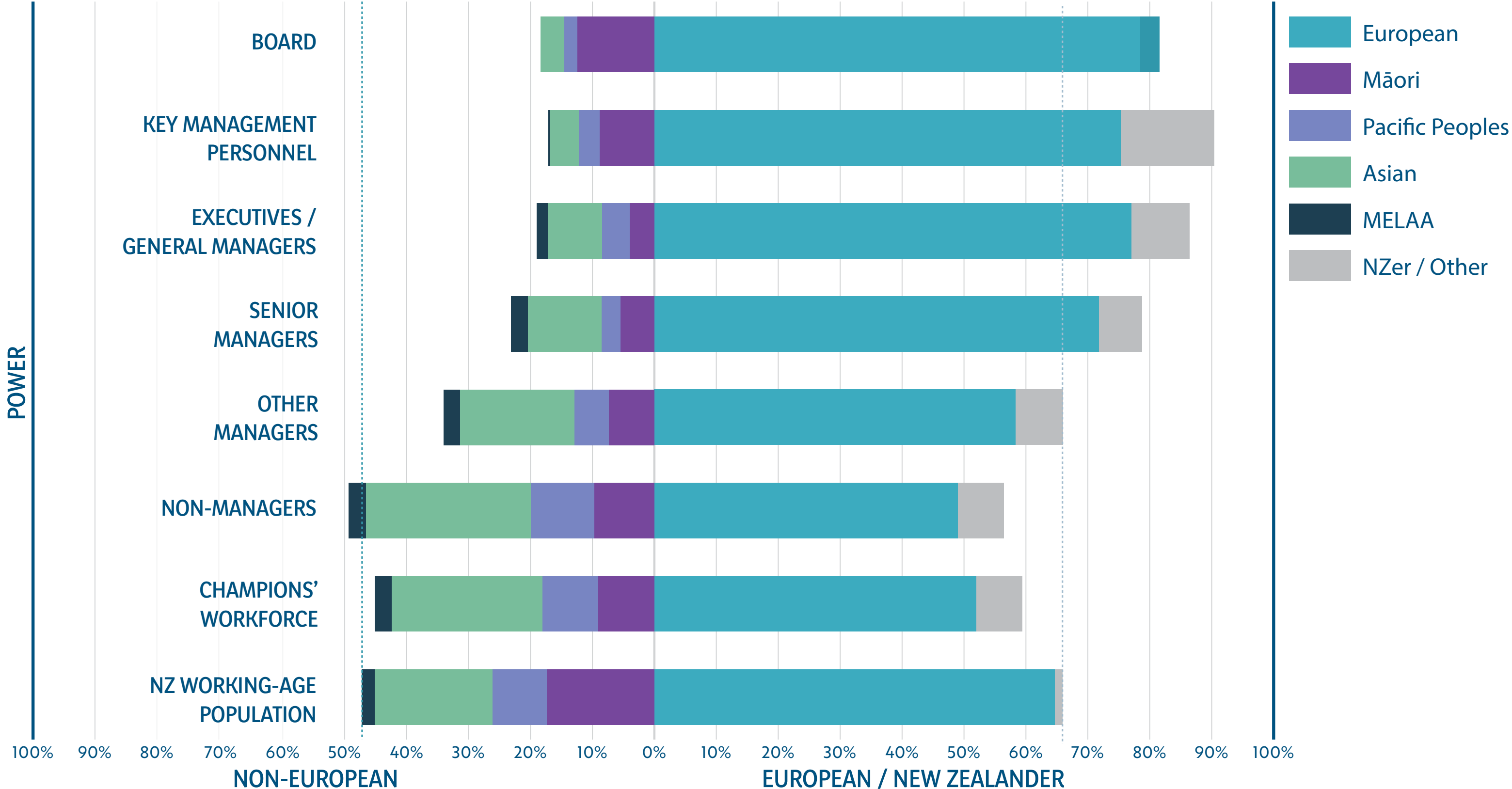
As the chart shows, our organisations become more ethnically homogeneous as roles become more senior, with European / New Zealander accounting for 90% of Key Management Personnel.

However, we have seen a modicum of change since we started reporting on ethnicity. These changes include:

- The number of employees declaring an Asian ethnicity has nearly doubled and exceeds the proportion of Asians in the working-age population.
- Māori now comprise 12% of our organisations' board members, up from 2% in 2020.
- The proportion of senior executives declaring more than one ethnicity has increased.

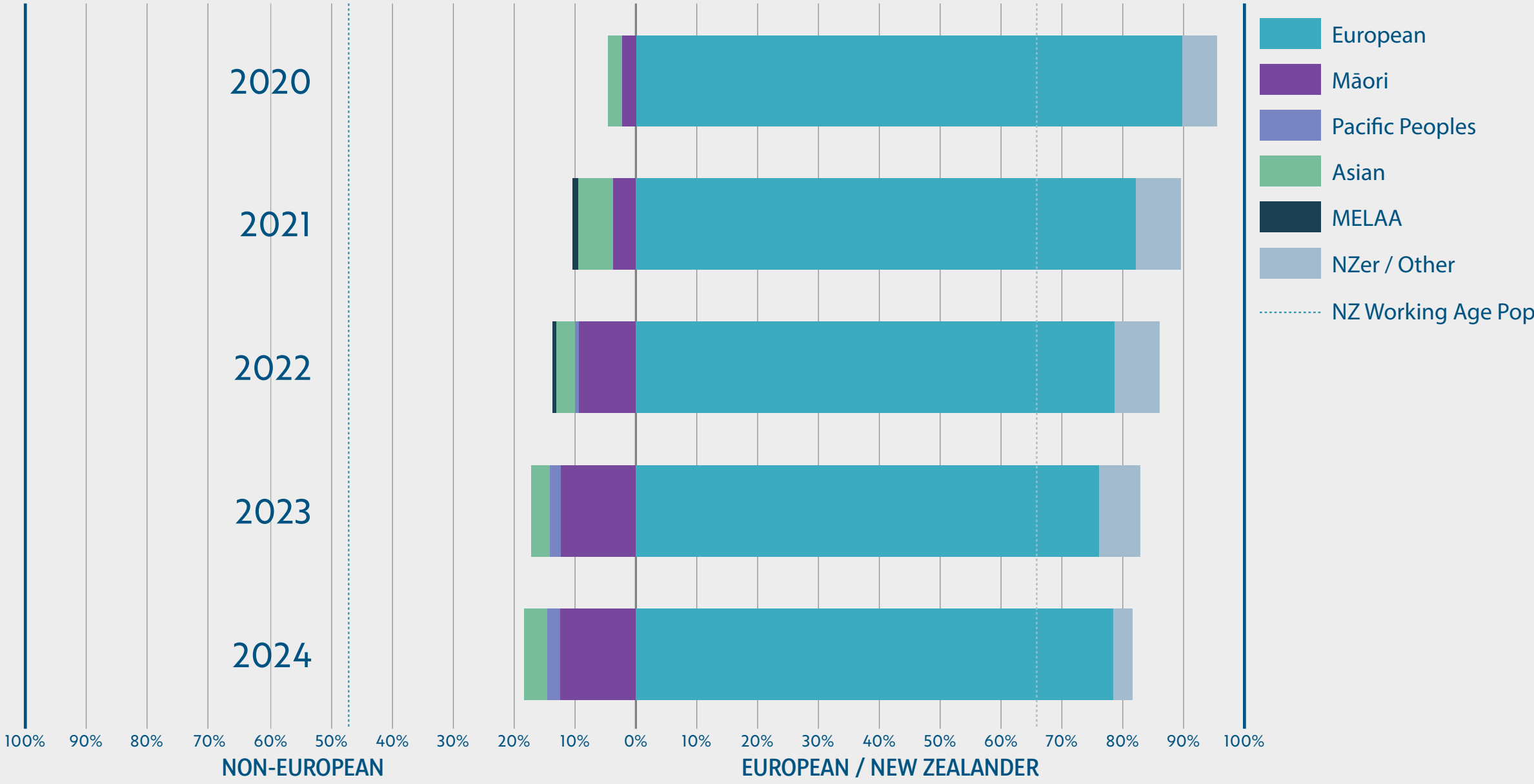
The direction of travel is encouraging, but progress is slow and uneven. This could indicate the presence of different strategies and so perhaps is to be expected. For example, increasing knowledge of Te Ao Māori at board level or importing highly specialised talent from around the world.

ETHNICITY REPRESENTATION by Work Category 2024 Champions

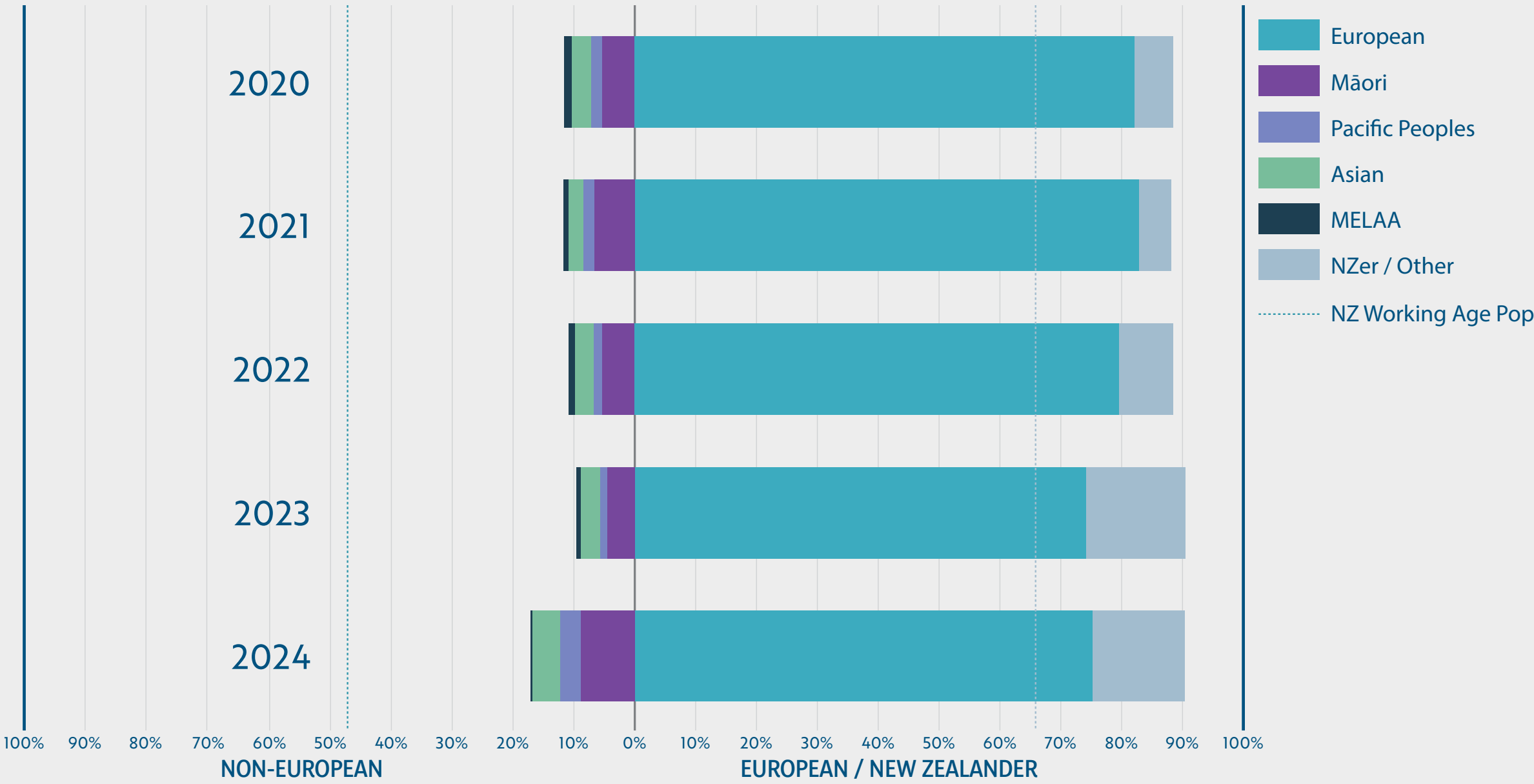


Ethnicity

ETHNICITY REPRESENTATION
Board
2020 - 2024

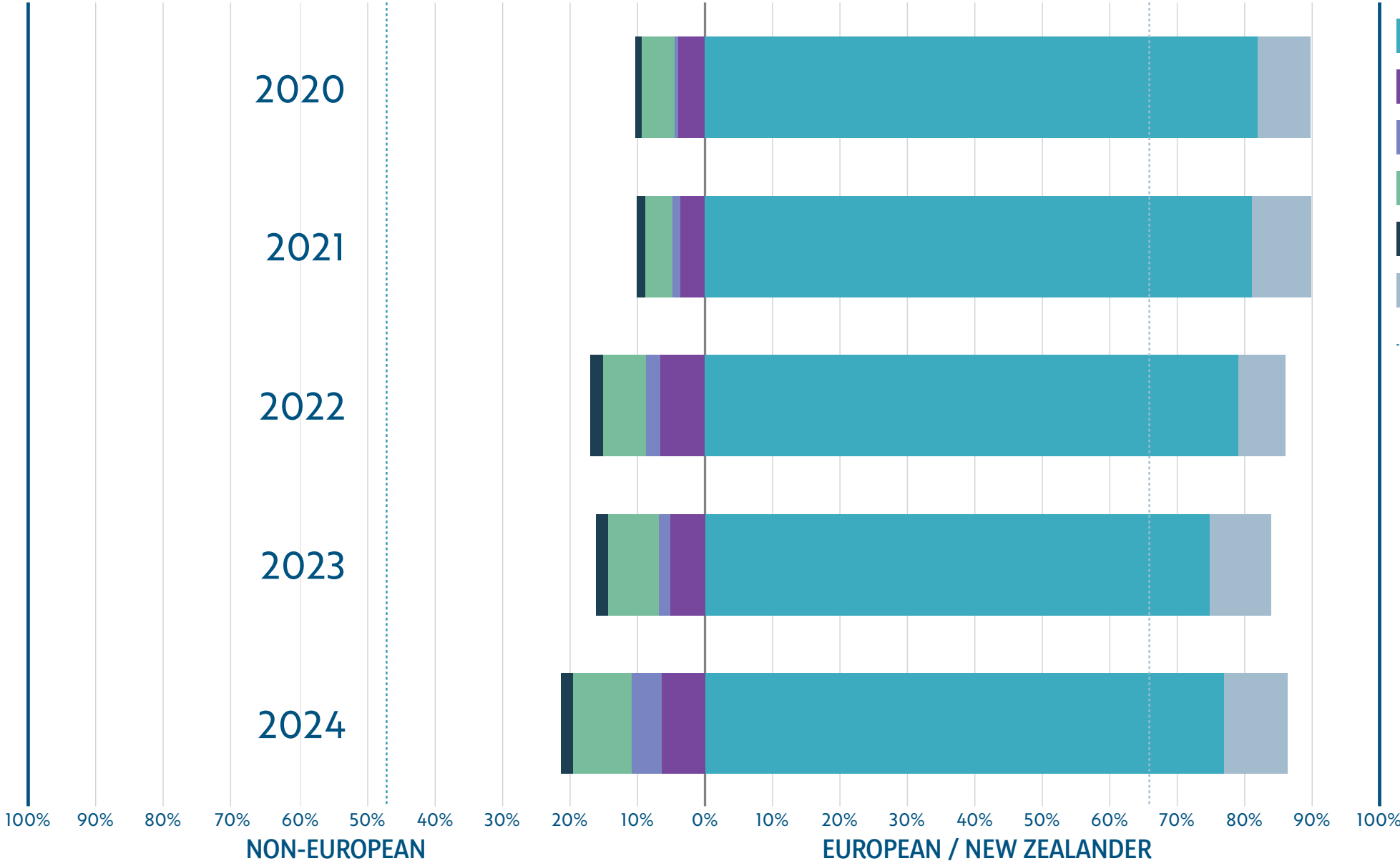


ETHNICITY REPRESENTATION
Key Management Personnel
2020 - 2024

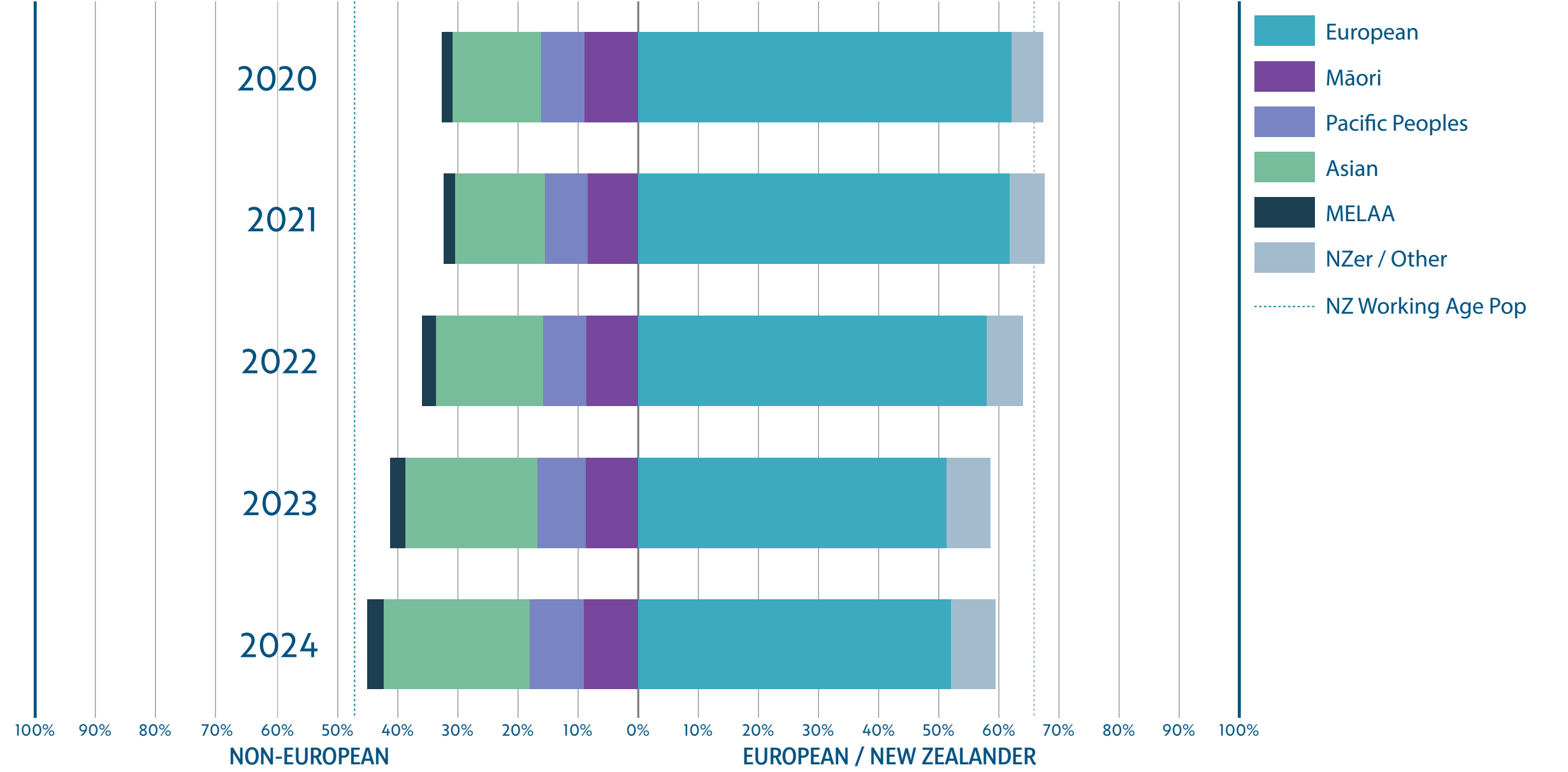


Ethnicity

ETHNICITY REPRESENTATION
Other Executives / General Managers
2020 - 2024



ETHNICITY REPRESENTATION
Workforce
2020 - 2024



There are opportunities to strengthen the ethnicity data set, increase precision, enable cross-factor analysis and therefore enrich the insights we are able to identify. This is something we will consider for the future.

Diverse Gender Identities

In 2019, the data collection process for our Diversity & Impact Report allowed for “Gender Diverse” as a response. In 2023, the data framework was extended to allow for the additional responses of “Non-binary” and “Other Identity.”

YEAR	OTHER GENDER EMPLOYEES	TOTAL WORKFORCE	PERCENTAGE	ORGANISATIONS
2019	32	113120	0.03%	10
2020	99	115279	0.09%	12
2021	57	111284	0.05%	16
2022	114	123118	0.09%	21
2023	177	120641	0.15%	28
2024	249	119078	0.21%	26

Over that time, responses other than “Woman”, “Man” and “Not Stated” have increased by nearly eight times and the proportion by more than seven times. “Gender Diverse”, “Non-binary” and “Other Identity” now account for 0.21% of all responses.

In 2023, for the first time, New Zealand’s census included a question related to gender, with the options being “Male”, “Female” and “Another gender (please specify)”. This is exciting because the results will provide us with a reliable comparator in an estimate of the proportion of Aotearoa’s population who identify as something other than male or female. This information will be made available soon. In the meantime, we need to look elsewhere for a general idea of what that proportion might be.

The nature of gender identity means that the taxonomies currently used around the world vary (appropriately due to cultural differences) and are generally intersectional, rather than hierarchical. There are trans men and women who identify as men, as women, as non-binary etc. There are non-binary people who identify as gender diverse or gender non-conforming. Some identify as one and not as others.

However, there are studies that have found transgender men and women comprise approximately 0.5% of the adult US population (Herman, Flores, & O’Neill, 2022). Another study cited in the Harvard Law Review article *They, Them, and Theirs*

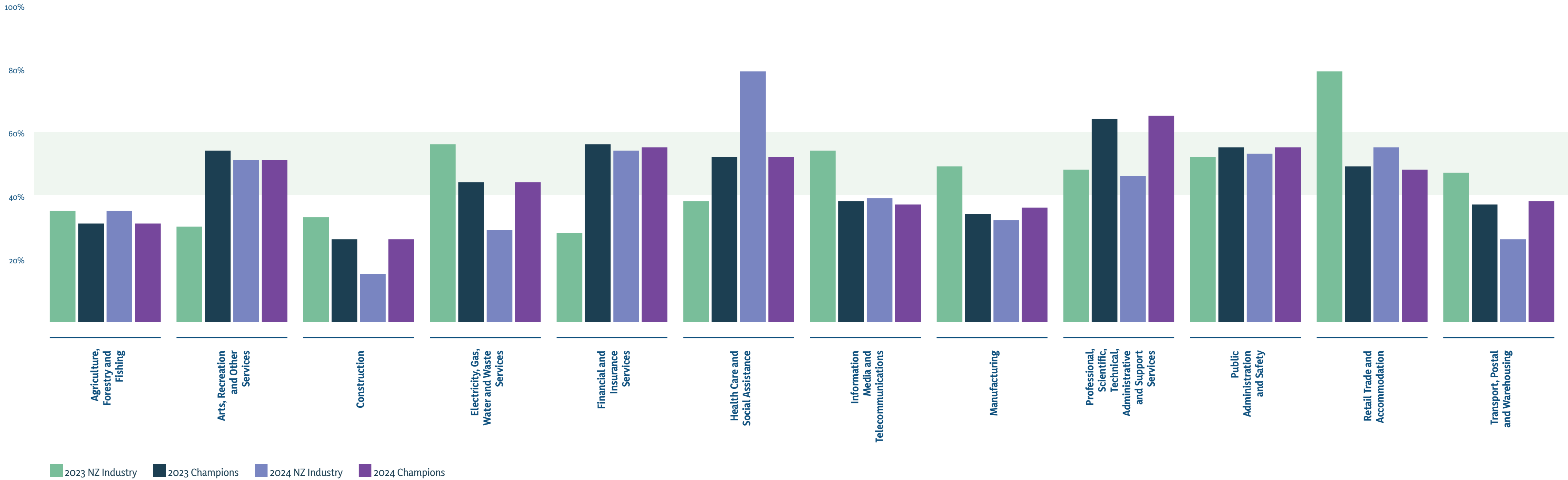
(Clarke, 2019, p. 899) estimates that 1.5% of the US population identify as something other than man, woman, trans man or trans woman. Finally, from a global survey this year, Statista estimates that 2% of the New Zealand population identify as transgender, gender fluid, non-binary or other gender identities (Statista, 2024). Taking the mid-point of these values (1.25%) seems like a reasonable comparator to use until we have information from Statistics New Zealand.

The table above shows the number of employees and the percentage of the champions workforce for those who were reported as something other than “Man”, “Woman” or “Not Stated”. It also shows the number of reporting organisations from which those responses originate.

The numbers are very small and seem to be some distance from what we might expect the proportion of the general population to be. However, the number of organisations reporting employees with diverse gender identities has grown quickly along with the number reported. This pattern indicates more employees are feeling comfortable reporting their gender identity and feeling that way in an increasing number of workplaces. While not conclusive this, in turn, suggests more workplaces cultures are becoming more safe and inclusive. This is an area we will continue to monitor.

Gender Participation Gap 2024

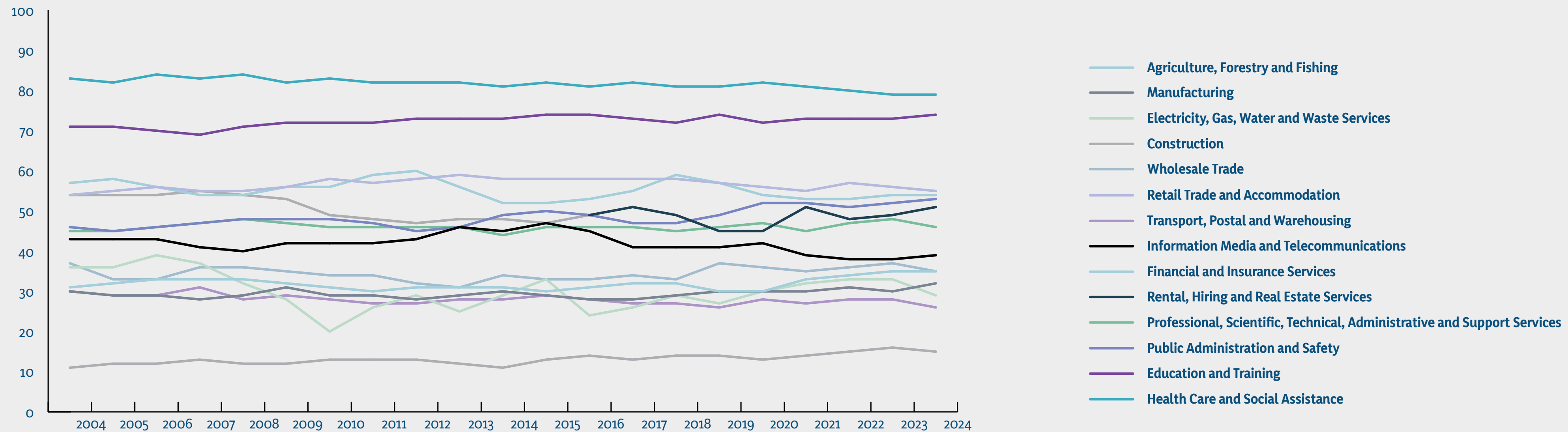
FEMALE PARTICIPATION BY INDUSTRY AND CHAMPION STATUS 2024



Total participation of females in NZ Industries is relatively stable. Healthcare is the leading employer, followed by Education and Retail Trade & Accommodation. Construction is still an area that lags significantly.

Female Participation by selected industries with Champion representation 2024

FEMALE PARTICIPATION
BY NZ INDUSTRIES



Our Champion members outperform the market in 8 of the 12 industries. This higher proportion is especially apparent in traditionally dominated male fields such as Transportation, Manufacturing Electricity and Construction where Champion organisations also continue to close the gap faster than the New Zealand market.

Workstream Progress



Leading Inclusive Cultures

One of the central areas of focus for the 'Leading Inclusive Cultures' workstream has been the development of a 'Belonging Index' which offers a valuable tool to understand and assess workplace belonging.

The Index's progress has been guided by Implementation Leads from PwC and Spark NZ. They have conducted workshops to gather feedback, incorporate insights, and refine the Index through real-world testing. The Index goes beyond being just a metric; it combines data on diversity, inclusion, and employee well-being to provide organisations with an understanding of the sense of belonging among their workforces.

The Belonging Index has been piloted by five Champion organisations and is now being shared across Champion organisations. Additionally, a playbook on belonging has been developed to provide practical guidance.

Increasing Gender Diversity

The 'Increasing Gender Diversity' workstream led by ANZ and KPMG has developed a parental leave framework that focuses on transparency and adaptability. The proposed framework introduces three stages of policy maturity: a minimum standard, a mid-point, and an aspirational policy. It considers six key areas to cater to different organisational needs. Implementing a minimum policy framework for Champions organisations is a further step towards accountability and credibility in Diversity, Equity, and Inclusion.

The proposed framework has been shared with the Champions and is currently in the final stages of implementation. Concurrently, collaboration with Crayon on a Parental Leave playbook and resources will assist organisations in progressing from the minimum standard to the mid-point and aspirational stages.

Influencing the Outside World

The 'Influencing the Outside World' workstream identifies and acknowledges the existence of systemic challenges that affect women's workforce participation at all levels. It aims to spotlight opportunities for systemic change, that will enhance organisational and sector performance.

One of the challenges in delivering progress at scale in DE&I is the fractured nature of the activity across industries and sectors. This workstream seeks to design and prove a sector wide approach to DE&I inside the electricity sector.

The Electricity sector's first ever cross-industry working group dedicated to Diversity, Equity, and Belonging' (DEB) has been established with ambitious objectives discussed at the sector's recent hui. The forum aims to align the electricity sector and drive change in the areas of gender pay gap, gender balance, and representation of Māori by 2030. The initiative has the potential to create a model for other sectors to follow in creating an aligned sector wide approach to advancing Diversity, Equity and Belonging.

The workstream has also been supporting the Ministry for Women's progression of a universal pay gap reporting tool. The work continues within the sector and beyond.

Te Ao Māori

The Te Ao Māori workstream plays a crucial role in fostering conditions for Champions for Change leaders to be able to drive bicultural growth in their organisations. The journey seeks to bridge disparities, empower leaders, and embrace a bicultural future. This workstream is committed to providing a platform for CEOs to find their 'why' in Te Ao Māori, offering a Capability Framework and an Immersive Learning Experience.

The Te Ao Māori Framework builds on the existing Public Sector Ara Whiti framework. The establishment of this framework, leaders will have access to a structured approach to incorporate Te Ao Māori principles into their practices. It aims to offer guidance and support, enabling leaders to shape their understanding of Te Ao Māori.

The workstream is currently developing an exclusive, immersive CEO Te Ao Māori immersive experience to take place in early 2025.

Data collection methods

Data Collection Methods

Data collection methods have been led and guided by the Champions for Change HR and executive teams. Companies that reported in 2018-2024 used various models of data collection. Data has been collected each year as at 31 March.

Industry Data

Industry data was sourced directly from Stats NZ data.

Ethnicity Reporting

22 categories of response were offered regarding ethnicity, based on an exact match to Level 2 of the Statistics NZ Ethnic Classification System. The ethnicities were then rolled into seven broad classifications based on the Statistics New Zealand model: European, Māori, Pacific Peoples, Asian, Middle Eastern/Latin American/African, Other and Prefer Not to Answer. The percentage was calculated for each classification based on the total number of employees, so a multi-ethnic employee would be counted as each selected ethnicity.





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