

Change Makers Series

Reimagining wāhine leadership in Aotearoa for the betterment of everyone

May 2022
Female Leaders'
Study Tour

Trans - Tasman Business Circle
in collaboration with
Antonia Watson, Chief Executive Officer
ANZ Bank New Zealand



pead.

zoom



He hono tangata e kore e motu; ka pa he taura waka e motu

Unlike a canoe rope, a human bond
cannot be severed

Ngā mihi to all of the people who contributed to this paper by bravely sharing their wisdom, their learnings, their strengths and their weaknesses.

Ngā mihi nui to our delegation leader Antonia Watson and thank you to all of the speakers.



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CNZM Director



Raelene Castle
Chief Executive Officer
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The Circle team



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Chief Executive
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This paper is the analysis and summation of kōrero during the four day study tour.

It has been developed to share the learnings from this event, in the hope many more people will take up the mantle and make Aotearoa a better place by improving the experience for wāhine toa.

Welcome

Change making

Sharron Lloyd, Chief Executive Officer, New Zealand Trans - Tasman Business Circle



It's very seldom that we truly get to stop and look at the bigger picture of our lives, our community and our nation. It's even rarer we get to do this with a collective brain of more than 30 people encompassing a diversity of thought – but that's what this event created.

All too often we can erroneously think that there are other people better placed to drive change. But we learnt across the four and half days of this series that change has to start somewhere, and each and every one of us has the power to impact change.

But when we designed this study tour, we wanted it to be a celebration of all women and non-binary people in business and public life. We wanted to use the collective hive mind to unlock what needs to change in Aotearoa at a practical and individual level to reimagine female leadership for the betterment of everyone.

This is the first of what we plan to be a biannual tour, and we've got a way to go before we fulfil our vision of a truly diverse delegation, in terms of ethnic diversity, gender diversity and diversity of age and disability.

But what we brought together this time was genuinely thought provoking and I honour the contribution of each and every wāhine (and the men who joined as speakers). I know we will look back at this delegation and recognise it as the place it all started.

A bit like Sheryl Sandberg's Lean In circles, we're creating ripples of change across Aotearoa.

All too often we can erroneously think that there are other people better placed to drive change.

Already in the time it's taken to pull this paper together, I've been overjoyed to see the delegation talking to one another and sharing the big and small actions they have already taken.

There are so many lessons and outcomes that these women have already shared with their own organisations, to become the change makers and pace settings of their realm.

But the journey to equality is not done. Actually, the job isn't for women and minority genders to be equal to men. The job is to take the best of everything we have in front of us and reimagine a new world order that's perfectly matched to the post-pandemic world.

If you read this paper and feel at a loss of what to do next, or you need a boost, please remember that each and every person on this delegation has made a commitment to be an advisor, ally and helper to those who need it – so be bold and ask for help.

Whilst we can look to New Zealand's paramount leaders to do the heavy lifting for us (and there were a fair few involved in this study tour), the change is going to come from people like you and me driving this agenda, making change in our own lives and pushing for tangible change in the world around us.

Mā te wā

Sharron Lloyd

Creating winning networks for change

Antonia Watson, Chief Executive Officer
ANZ Bank New Zealand



When I launched ANZ's Watch Women Win report last year, we could see that confidence, fear of failure and fear of judgement stops women holding space in sport, and it wasn't a stretch to think these limitations hold many women back across the board.

We could see there was (and still is!) a huge amount of mahi to be done to find ways that enable, empower and encourage women to fulfil their professional and personal aspirations and dreams, which uplifts all of Aotearoa, socially and economically.

So once the report was launched, I started looking for ways to keep doing the work – because to paraphrase Ruth Bader Ginsburg, real and enduring change happens one step at a time.

Hosting TTBC's inaugural Female Leaders' Study Tour in Aotearoa was incredibly insightful for me and one step towards keeping a momentum of change going.

Everyone who attended, and all the speakers, were brave and open in talking about their experiences in their personal and professional lives. We heard from trailblazing wāhine and we heard from younger leaders forging a new path forward.

The tour reminded me that we should unashamedly be ourselves and feel confident in talking openly and honestly, especially about the challenges we are still facing.

There was so much head, hearts and guts stuff across the four days that unlocked what needs to happen next at a systems and personal level across the motu.

The tour reminded me that we should unashamedly be ourselves and feel confident in talking openly and honestly, especially about the challenges we are still facing. Because we aren't there yet. The problem isn't solved, and we have a long way to go.

And while it can be daunting to realise how much is left before we achieve gender equality in Aotearoa, there is power in numbers and knowing we're not alone.

From Dame Patsy Reddy telling everyone about her imposter syndrome and how she navigated it, through to Raelene Castle explaining how she persevered while there were 'sharks out there' during her time at Rugby Australia – so much came back to networks, mentors and building genuine relationships.

Across the four days there was also a clear theme about power and the right we have to demand and find solutions. It isn't good enough for women and people of minority genders to have to change and grow. Instead, the world also has to change around us and for us.

And while kōrero about the problems we face is really important, we need to translate this into action!

So, when you read this report, pick at least one thing to do in your own life and pick one thing to demand of the systems around you.

But alongside the need for change, this study tour reminded me that organisations, more than ever before, are actively looking for women to fill roles and take space.

We need to capitalise on this and we need to own it. We need to use our networks, like the one we built on this study tour, and really champion one another. We are the difference.

Nāku, nā

Antonia Watson

Visit news.anz.com/new-zealand/posts/2021/12/watch-women-win to see our Watch Women Report.

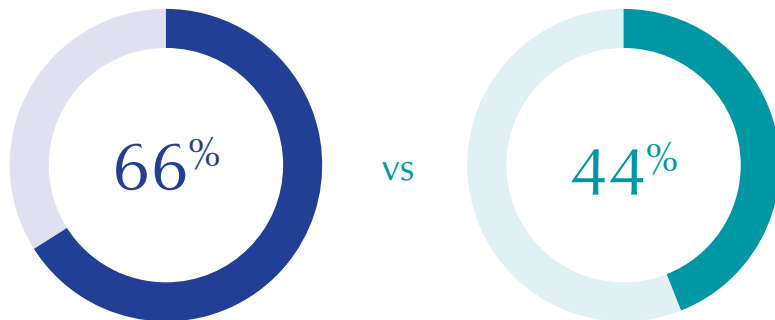


The need for change



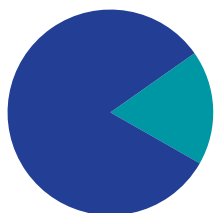
We need equal opportunities

Two out of three (66%) men feel women have equal opportunities in Aotearoa vs only 44% of women.¹



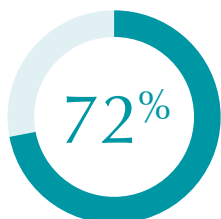
...Especially for our wāhine Māori

Compared to all men, gender and ethnicity wāhine Māori experienced 14% pay gap in 2021.²

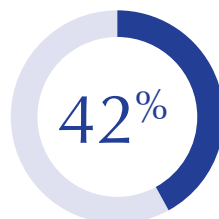


We need equal investment

Women-led ventures received just 18% of angel investment in Aotearoa New Zealand (NZ) in 2018.³



72% of women attributed their successes to feeling supported vs 60% of men.



42% of men attributed successes to luck vs 33% of women, which suggests women need to work harder to achieve their desired roles.¹

¹ Watch Women Win Report, Commissioned by ANZ, December 2021: news.anz.com/new-zealand/posts/2021/12/watch-women-win

² Manatū Wāhine, Ministry of Women: women.govt.nz/gpg

³ Angel Association New Zealand (AANZ), as cited by Raising Capital in Aotearoa New Zealand, The University of Auckland: cdn.auckland.ac.nz/assets/auckland/business/our-research/insights-women-entrepreneurs.pdf

Actions for change

Personal challenge: Build allies and networks

Networks are crucial for equality. It's not about making friends for the sake of it, it's about finding peers, role models, mentors and mentees, and most importantly it's also about co-opting allies.

Through networks we access ideas, resources, support and solidarity, and we teach.

Women face systemic hurdles in the workplace and other realms of society. So there is power in a pack. But it's not just about finding like-minded women and people of minority genders. This is also about finding allies in the men around us.

Without the voracious support of men, who are still often the most powerful stakeholders in businesses, significant progress toward ending gender disparities is unlikely.

We also all have the ability to aid women around us. No matter how junior you are or how much imposter syndrome you are fighting, each and every one of us has something to teach or someone to support on the way up.

Developing your own personal 'board of directors' to advise you in your career development is critical.

This board is a group of people who are invested in the advancement of your career and align with your goals, including:

A mentor who introduces you to new ways of thinking – it's important this relationship grows organically.

A sponsor who can speak on your behalf about your strengths and weaknesses when you're not there – these 'sponsors' already have a seat at the table.

A connector who "knows everybody" and can call someone on your behalf – they're someone who can get things done.

A point expert who is knowledgeable, skilled and always willing to make you privy to information that can be helpful.

A close friend who you can vent to and can see you through the ebbs and flows of your career – someone who is in your corner and won't judge you as you go through the ups and downs of your career.

Christine Converse
CIO, Zoom
Advisor based in
New York City



ACTIONS

1 DEDICATE TIME TO BUILDING AND TENDING TO YOUR NETWORK

In whatever way suits your life best right now, make time to network and check in with people.

Whether you're an extrovert with time on your hands, or a time-poor introvert, it's important to make time every month to network in your own way.

This can include leveraging LinkedIn and writing to people, through to breakfasts, quick coffees and drinks after work.

Plan what you are going to change this month and keep trying things until you find a networking style that suits you and your life right now.

2 CREATE YOUR OWN BOARD OF DIRECTOR

The concept originally proposed by Jan Torrisi-Mokwa in *Building Career Equity* is about having an expansive network of individuals who are independent advisors to you.

These people aren't necessarily more senior to you, instead they have a diverse set of people that complement your weaknesses and where you are looking to grow and improve.

The key is finding a diverse set of directors (across genders, ethnicity, socio-economic backgrounds and industries etc.) who are likely to have different opinions and perspectives.

You don't need to always explicitly tell people that they are on your board of directors, the power is in mapping out a diverse group of people who you can learn from and gain insight from.

3 OFFER TO BE ON SOMEONE ELSE' BOARD OF DIRECTORS

Alongside mapping out your board of directors, look for people that you can support via mentorship and informal board of director positions. Once you've mastered your own networking style you can input into someone's board of directors in the same way – and chances are you'll also learn from this experience too.

And again this isn't just about supporting people who are similar to you, it's also about working with a diverse set of people, including men, who'd benefit from your counsel.

Personal challenge: Be bold, be vocal, be you

Put simply, male business leaders don't have the lived experience to rewrite systems in the way that suit women and people of minority genders. That's why we have to speak up and explain what we need and when we need it.

It's time to lead from where you stand. We can't wait for leaders above and around us to act. Imposter syndrome never disappears, so no matter how you feel, you have a role calling out what needs to improve around you and highlighting what's great.

It's time for all women's experiences to be on show, not just the curated, cookie-cutter views of women in leadership, and not just white women's experience.

We need to be authentically ourselves, but we also need to acknowledge that most women and non-binary are caught between an impossible conflict of unconscious bias and at times outright suppression. So the role isn't just to speak up for ourselves, it's to find the places we hold power and use them to support other women and people of minority genders to find their voices too.

My personal execution is simple.

I want the best.

For me, my whānau, the communities I serve, and the country I live in.

And I want the best for all women.

And that means change, and it starts with equity and equality.

And that change starts with me.

Traci Houpapa
Independent Director



ACTIONS

1 SHARE AND CELEBRATE THE LITTLE WINS AND FEMINIST ACTIONS

While it's important to call out what's wrong, it's also just as important to identify what's working and our wins.

Looking for and sharing tangible examples of behaviour change is vital. Within organisations, it sends a clear message about what's important and develops a culture of recognition. But as individuals, it also helps us learn and share solutions in real time, before data and research is able to map out the bigger picture.

And this doesn't need to be time consuming. It can be a quick message within group chats or LinkedIn posts and talking about where you are winning and what's working.

2 ENCOURAGE AND EQUIP OTHER PEOPLE TO HAVE A VOICE

Sharing and talking about the things that enable change is one of the most powerful things you can do. It reminds people around you that our journey to equality is not complete and it creates space to keep searching for solutions.

But it's important that you also support the women and non-binary people around you. Whether that's calling out someone who has been interrupted in a meeting or privately encouraging someone to speak up – often it takes someone else's support to break the ice.

3 SAY NO AND EMPOWER OTHERS TO SAY NO TOO

Whether it's a new project, a new client, a new role, a new task or a new request, it is ok to say no. In fact in order to be bold and be vocal, and find time to network, you are going to have to find things to cut out.

Often, it's difficult to say no. So many women and non-binary people are indoctrinated to say yes all the time to please people around them. But that just leads to taking on too much and neglecting yourself. Career advancement shouldn't be at your personal sacrifice, whether it's family or other things that are important to you outside of work.

So from one female leader to another we need to empower each other to say no and we need to know who to turn to when we need a pep talk before saying no.



Leadership challenge: Meet women where they are at

Don't fix women, fix the system. Individualistic approaches to solving gender inequities overlook systemic issues and reinforce the perception that these are just women's issues — effectively telling men they don't need to be involved.

Instead each and every organisation across Aotearoa needs to identify what systems and processes were built through a male lens and reassess them for the modern world. Gender inequality is a system, and while it privileges men, it also polices male behaviour – so this isn't about being anti-men, it's about creating a new system for everyone.

And while most corners of society have moved on from women needing to be 'one of the boys' socially, many of our systems still unconsciously require women to do just this.

It's time to question how your organisation operates and identify whether they are setting women up to thrive and excel equally to their male peers. If you are ever in doubt about what needs to change, just ask the women in your organisations and take particular note when there aren't women to ask at all.

And before you question the value of making these changes, remember that research shows firms with more women in leadership positions are more profitable, socially responsible, and provide safer higher-quality customer experiences.¹

Social progress doesn't happen without powerful role models and allies, and you simply cannot be what you cannot see.

While New Zealand is far from perfect and has a lot of work to be done to address inequality across many dimensions, we have led the way on many aspects of societal progress.

But role models don't have to be 'just' like you.

Do not underestimate the influence of powerful female role models on men, and influencing them to become allies.

Allies can help with solidarity, with creating space.

Recruit allies through your advocacy and example.

Jason Paris
Chief Executive Officer
Vodafone New Zealand



ACTIONS

1 MEASURE AND ANALYSE YOUR PAY GAP

If you don't know whether you have a pay gap or how big it is, start by measuring it department by department and level by level. Then slice the data by different demographics, particularly gender and ethnicity.

Then identify where you have discrepancies and start looking into why the pay gap exists.

Do people start on different salaries?

Do you have a disproportionate number of men at senior levels?

Do you have more men in the types of roles that lead to senior positions?

Does people's career progression slow disproportionately when they take time out or reduce their hours to look after children and other whānau?

2 REDESIGN YOUR PERFORMANCE REVIEW

Most performance review processes include a lot of space for subjective information, which opens the door for gender bias to creep into performance reviews. Plus, most performance review processes require people to promote and advocate for themselves – something that often women aren't as comfortable doing.

So stripping back your organisation's review processes and rebuilding them for the modern world gives women and people of minority genders an equal footing. What this looks like will be specific to your industry and the people within your organisations, but it's likely to include more frequent, smaller bouts of feedback and input from a broader range of stakeholders.

But there are also innovative models such as evaluating people in small teams, before focusing on individuals that you can adopt. Research from Harvard Business School suggests you can boost objectivity by pooling job candidates into groups before assessing them individually.

3 MAKE FLEXIBLE WORK AND PARENTAL LEAVE NORMAL FOR ALL GENDERS

Flexible hours, flexible work locations, part time roles and care-giving leave are hugely impactful for women. But when you make this a norm for everyone, you reduce the impact bias and stigma these policies create in your workplaces.

The policies and expectations you have in place for men and non-birthing partners sends a clear statement to everyone. So the conversations you have with all people with children or who have other whānau care needs are important.

¹ hbr.org/2021/04/research-adding-women-to-the-suite-changes-how-companies-think

² hbswk.hbs.edu/item/better-by-the-bunch-evaluating-job-candidates-in-groups

Leadership challenge: Reimagine our structures and system for inclusivity as a whole

It is possible to ignite change in our workplaces to advance some women, but it's worth very little if the rising tide doesn't lift all boats. So it's vital to remember that feminism and the women's equality movement isn't advancing the cause unless it's intersectional.

If we don't use this period of change to better the outlook for everyone, we're missing the real opportunity in front of us. As we pick apart the sexism baked within our systems, it's time to look at the ableism, racism, classism, ageism and homophobia within our systems.

Yes, it's a big task – but the payoff is worth it and through the right conversations, followed up by action it is possible.

Leadership is different in an inclusive society.

We have to reimagine and activate both together.

The change is in the change. Tomorrow's leaders must be the ones leading inclusive change now.

They will not be the most popular, the most awarded or the most rewarded ones.

But they will be the ones inspiring others like them and they will be different.

Treasure them.

Rob Campbell
CNZM Director



ACTIONS

1 UPSKILL YOUR TEAMS ON THEIR UNCONSCIOUS BIASES

Every single member of your team holds unconscious biases that reflexively determines their decisions and actions at work. Unconscious bias training educates your team about the biases, so that they can make plans to overcome them.

If you ignore the biases within your organisation, you are simply letting the dominant group continue to dominate. So the first step is understanding what biases exist across the people who hold power in your organisation.

2 LISTEN AND BE WILLING TO BE UNCOMFORTABLE

Nothing About Us Without Us is a slogan used to communicate the idea that no policy should be decided on without the full and direct participation of members of the groups affected by that policy. It's a slogan used extensively by groups marginalised from political, social, and economic opportunities – and it's relevant to your organisation.

Alongside understanding your organisation's collective unconscious bias, you need to understand the lived experience of all the different types of people in your organisations. This can be about adding questions to performance reviews to create a two way dialogue about how your organisation can serve people better, or it can be a more formal anonymous process.

However you do it, the key is to ask people what they need and to understand where they are coming from. Then the task is to listen, no matter how uncomfortable it is.

3 CONSCIOUSLY RETHINK SYSTEMS THAT DON'T SUPPORT INCLUSION

After you've learnt about the situation, you need to translate the learnings into action. It doesn't matter where you start, the important thing is you start.

Now's the time to evaluate how your organisation operates to find ways to be more inclusive. This should cover hiring, performance reviews, flexibility policies, wellbeing policies, promotions and training.

But your organisations will also have specific systems that need to be reassessed, which may include how you socialise as a team and other 'soft' expectations you put on your team.



Commitments for change

Reimagining wāhine leadership in Aotearoa for the betterment of everyone requires change on all levels. It is not about women changing themselves to fit the mould. It requires organisations and systems to change. It requires people in positions of power and privilege, irrespective of their gender, age or ethnicity, to make changes to their own worlds.

Each delegate in this first study tour has made a commitment to make and demand change in their world.

Embody being bold, vocal and brave.



Hannah Croad
General Manager Strategy Optimisation
Fonterra

A lifechanging experience and wonderful to hear from such a wide range of speakers. My takeaway – the fight for equality has to be fought by all of us, all day, every day.



Simone Cuthbert-Scott
Head of Customer Success
Vodafone New Zealand

I believe the Watch Women Win report holds many of the answers as to how we can change things up – visible female role models play an important role in building a supportive culture.



Penny Dell
Treasurer
ANZ Bank New Zealand

The many inspirational women and speakers on the tour have really made me reflect on what positive changes I want to influence through my leadership position – the sorts of changes that will help grow more inspiring leaders for the future.



Kerryn Fowle
Director, Economic Strategy
The Treasury

When we address intolerance and gender bias to focus on a fully inclusive agenda, everyone benefits. Our sons, daughters, brothers, sisters, partners, our businesses, communities and Aotearoa. Watch Women Win is not just about women winning, it's about all of us winning.



Julie Hazelhurst
GM, People and Engagement
NZ Health Partnerships

A fantastic opportunity to connect with an incredible cohort of leaders, learn from their experiences and to challenge some of my own perspectives and assumptions about what helps and hinders women to succeed within organisations. I'll definitely be bringing this to the table when engaging with boards and management teams.



Shelley Hollingsworth
Manager, Commercial & Institutional Performance
The Treasury

Each and every one of us holds power somewhere in our lives to advocate for others. As a business owner, it's easy to see where I hold power to make change. But this tour made me realise all the other ways that I can advocate for others and change systems to be more inclusive and diverse.



Louisa Kraitzick
Partner
Pead

Be deliberate about leadership - establish connections with other leaders outside your organisation or sector. Grow your network of trusted advisors.



Natalie Labushagne
Manager, Economic Strategy
The Treasury

Watch Women Win was a real growth experience. Having space to step-back and reflect is such a rare opportunity these days. A takeaway that resonated strongly with me is to challenge and adapt existing processes to accommodate women (and others), as opposed to expecting women to change to fit existing systems – for example, advising a female candidate what the role pays, as opposed to asking what their pay expectations are.



Anna Mahood
General Manager, Specialist Services
Drug Free Sport New Zealand

This was an insightful and rejuvenating week. My two actions are (i) not to be complacent on a realisation that the job on equality is actually not yet done and (ii) to build my own personal 'board' to support and challenge me in my career, and to encourage other young women to do so, too.



Kim Martin
Head of New Zealand Debt Management
The Treasury

Commitments for change

One of the things that has stayed with me following the study tour is the notion that we should meet women where they are. Rather than women changing to succeed within the structures that exist in society, we need to change those structures to better fit the society we want to create.



Briar McCormack
Senior Manager, External Communications & Content
ANZ Bank New Zealand

The Watch Women Win Study Tour was next level connection, professional development and a feeling of belonging (once I recovered from my complete imposter syndrome!). We listened, we learnt, and we connected not only with each other but the phenomenal key note speakers and presenters. Building my own personal board, understanding my leadership style and committing to operationalising key learnings around amplifying women in their lives means I am adding value and following my purpose



Fiona McQuade
Manager, Property & Commercial
Mackenzie District Council

It was an absolute privilege to share this experience with a bunch of amazing wahine. Both the presenters and participants experiences, knowledge and wisdom have given me a rewired energy!



Julie Morrison
GM Strategy, Policy & Corporate
Sport New Zealand

The Watch Women Win Study Tour connected me with people who I could fundamentally relate to. The experiences, perceptions and lens that I bring to my work, and to my life, were sharpened and normalised thanks to the group of wonderful women and speakers the Trans Tasman Business Circle brought together.



Koren O'Brien
Associate Director
Deloitte

Thank you to the tour organisers, the participants and the speakers who told their stories about their experience and provided practical insights on how individually and collectively we can play a part in ensuring that all New Zealanders participate fully and thrive in Aotearoa. The connections made between women from across the private and public sector will stand us in good stead as we learn from each other and work together to serve New Zealanders.



Sarah Owen
Assistant Governor/General Manager Risk
Compliance and Legal Services
Reserve Bank New Zealand

The study tour brought together a group of exceptional mana wāhine leaders, thought provoking speakers and advocates for change. Collectively we took stock of the challenges and opportunities for wāhine, the focus we need to keep and the changes we need to make to drive and strive for excellence and equity in Aotearoa.



Jane-Renee Retimana
General Manager, Strategy & Corporate Affairs
Payments NZ

I consider myself to have been very fortunate to attend the Watch Women Win Study Tour in May this year with an incredible group of NZ female leaders attending, and a very inspiring agenda and guest speakers. We still have lots of opportunity in NZ to shift the dial with Equality & Diversity across all industries and groups however we have some amazing wāhine committed to being champions of change – if you can't see it, you can't be it!



Belinda Walsh
NZ HR Manager
Bunnings Limited

The study tour came at a formative time in my career as I transition into partnership at SenateSHJ and was truly a life changing experience. It was a privilege to connect with some of New Zealand's most talented female leaders and the tools and skills that the speakers provided have become an important part of my day-to-day working life.

It really was a money-can't-buy networking opportunity that gave me a valuable chance to learn, get a fresh perspective and reset my focus on who I want to be as a leader.



Kate Walsh
Associate Partner
SenateSHJ

The study tour was a genuinely transformative experience for me. Having the opportunity to learn from, and be challenged by, smart-thinking leaders and delegates in such a supportive environment was fantastic. I gained meaningful tools and skills to reshape and improve my leadership, but most importantly, developed a fantastic network of talented women leaders who are seeking to make progress on the issues that matter to us. There is real power in that and I look forward to seeing this movement and its wider momentum grow in New Zealand.



Maree Wilson
Partner
SenateSHJ

This was a thought provoking study tour and a time to reflect on my career to date and into the future in the company of a group of impressive women.



Marise Winthrop
General Counsel
Livestock Improvement Corporation

Closing – Global action

Tanya Oziel, Chief Executive
Trans - Tasman Business Circle



After the stop start of COVID, finally bringing together this four-day study tour has been immensely satisfying for all involved. But it's just the beginning.

So, I'm not writing a closing to wrap up the report. That's fake news. I'm writing the call to action for what's next across the region.

Not only will the wonderful wāhine toa of this tour form the foundation of this community we want to build in Aotearoa across multiple study tours. But I'm committed to making sure this is connected to much bigger mahi across the Asia Pacific region.

For the Trans - Tasman Business Circle, this initiative started in 2019 with a trip to Silicon Valley. Straight away we knew we were onto something special, and three years later the women are still an immense support to each other and continue to support each other to excel.

My message to the first Kiwi delegation, and the organisations they work for, is keep taking up the challenge of this paper.

Then please know that your mahi will add up, because at the Trans - Tasman Business Circle we're committed to building a movement that delivers a new understanding of wāhine leadership in action for the betterment of everyone.

Ngā manaakitanga,

Tanya Oziel

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