

Global Women Origin Story 2008 – 2016

Mā mua ka kite a muri, mā muri ka ora a mua.

Those who lead give sight to those who follow, those who follow give life to those who lead.

This is Global Women's foundation story – a record of the early years of the organisation from its origins and launch year to the creation of its highly successful leadership development programmes and groundbreaking initiatives, Champions for Change and TupuToa. Spanning 2008 to 2016, this story aims to capture the hard work and achievements of a wide range of leaders whose collective mahi drove the transformation and growth of the organisation and advanced the diversity agenda in Aotearoa New Zealand. The foundations of Global Women have created a sustainable and highly impactful framework which has evolved and improved over time to continue to meet the present day needs of its membership, partnerships and society overall.

How it all started

The germ of an idea for what would become Global Women started as a conversation, as all great movements seem to. In 2008 Jane Cunliffe, former Consul General and New Zealand Trade and Enterprise's Investment Director in New York, shared her experience of attending the first retreat of The Belizean Grove, a senior women's global network she had joined as a member, with her friend and former NZTE colleague Jane Sweeney.

The Belizean Grove membership comprises accomplished female leaders in numerous sectors

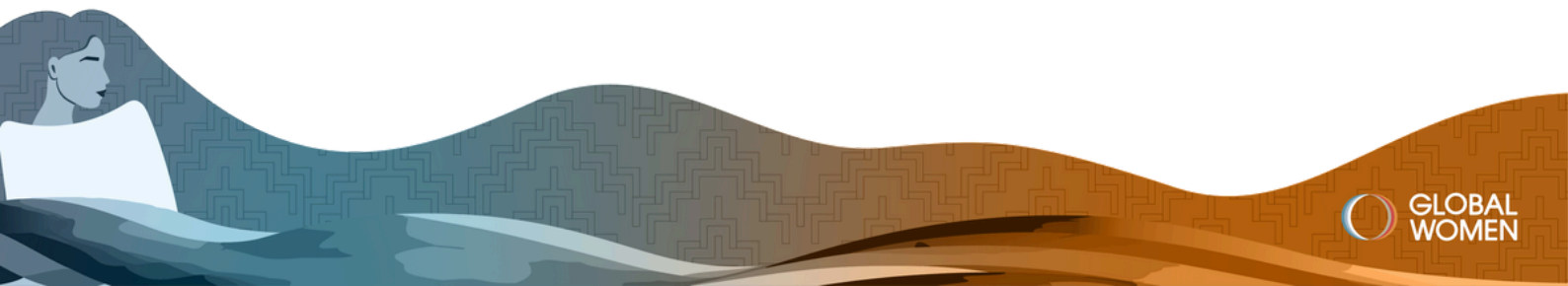
and fields, well known for their professional accomplishments as well as their generosity and compatibility, and a commitment to giving back to their communities.

The spirit of giving and altruism struck Cunliffe as a consistent feature of the members she had met and that they were determined to help "women pursue more significant dreams, ambitions, purposes, transcendence, and spiritual fulfilment."

Sweeney felt Aotearoa New Zealand would benefit from a similar initiative and raised the concept with Faye Langdon. Together they started thinking about a relevant model that would be of value to senior women and enable them to be change agents.

Langdon recalls it being a big conversation: "It was way beyond advancing gender diversity. That was almost secondary to thinking about the essence of what The Belizean Grove had achieved and what we could do here to develop a comparable peer network. Similarly we wanted to investigate setting up an organisation that could really inspire senior women to do more, reach further, push boundaries, and explore new opportunities to benefit our communities. The focus was on supporting each other and being of service to New Zealand."

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At the time, an influential senior women leaders’ network didn’t exist in Aotearoa New Zealand, yet was clearly needed. The issues of gender inclusion, diversity and equity – concepts only just gaining traction – in the workplace also needed an activist strategy to make an impact across the country.

The 2008 Census of Women's Participation report determined there were 45 women on the boards of the top 100 companies listed on the stock exchange – only 8.65 per cent of the available directorships.

Something had to be done about it. But what? By whom?

Bringing an idea to life

The seed of an idea can only put down roots, sprout, grow and flourish in a way that benefits many people, if those that plant it are deeply passionate and willing to give their energy and time to its care and cultivation.

The Global Women concept grew from the hard work of a small group of women who, through the power of *kōrero*, decided they would value a safe and supportive network to share experiences and enable them to drive change. They wanted to do everything necessary to address our nation’s

shamefully low number of women represented in senior positions, in boardrooms, and in top management.

Faye Langdon picked up the project and pitched the idea to Mary Devine, Katrina Troughton and Ann Sherry – all Chief Executive Officers in Aotearoa New Zealand at the time – as well as Lianne Dalziel, the then Minister of Commerce and Minister for Women, and Christine Parker, now a Westpac board member. They were universally supportive and wanted to help activate the nascent network.

The first roundtable meeting with these leaders was held at the University of Auckland by the then Business School’s Dean, Professor Greg Whittred, to formally discuss the merits of creating Aotearoa New Zealand’s first senior women’s network and define its potential intent.


The idea became a concept and was taking hold in the hearts and minds of everyone who came in contact with it.

Langdon, through her business Langdon Consulting, secured funding of \$50,000 from IBM, Ezibuy and Westpac to create the business case for what would become Global Women.

Sweeney then arranged lunch with Dame Jenny Shipley at which she and Langdon pitched the concept and asked that Dame Jenny join the future Board. Dame Jenny provided strategic insights into how to progress the setup of Global Women.

A series of meetings took place with a growing group of willing participants, brought in through





the networks of the founding group, who were all eager to lend their skills and expertise to the cause. Dame Jenny, Langdon, Sweeney, Dame Patsy Reddy, Jane Diplock, Sarah Kennedy, Bridget Coates and Mai Chen discussed the project at length, and moved to create a board structure.

Dame Patsy agreed to undertake the legal work to establish the organisation as a Trust and Minter Ellison Rudd Watts provided comprehensive legal services pro bono. The Global Women Trust Deed stated two clear goals:

1. That it [Global Women] provided an opportunity for networking and conversations in a safe environment.
2. To do everything it can to advance women in leadership.

Global Women's name came from the organisation's intention to connect Aotearoa New Zealand's leading women, locally and globally. We firmly believed that "Helping women succeed, here and on a global stage, is both a matter of sound business logic and social enrichment. A senior women's organisation will give New Zealand's female leaders access to wider influential networks and mentoring relationships – within New Zealand, and extending to their peers globally."

Countless hours, days and months of conversations, debates, planning, and strategising informed Global Women's foundational intent, which was to:


- increase leadership opportunities for women in Aotearoa New Zealand through building a diverse, supportive and well connected network that extends from Aotearoa New Zealand onto a global stage;
- provide opportunities for members to share experiences, wisdom and perspectives with their peers in an informal and collaborative environment; and
- mentor and inspire and create a pipeline of future women leaders.

A subgroup of Dame Jenny, Kennedy, Langdon, and Sweeney approached key associates to encourage support through membership ahead of Global Women's launch. The foundation members were inspired by a real belief they could make a difference and effect change and were determined to do so.

It is widely felt that when other leaders in high-profile positions with serious clout joined – such as then Chief Executive of Fairfax, Dame Joan Withers, CMS Capital Chief Executive Catherine Savage, former Chief Executive of Telecom Dame Theresa Gattung, company director Dame Roseanne Meo, former Member of Parliament Katherine Rich, and former Member of Parliament and academic Dame Marilyn Waring, among others – Global Women's mission and membership gained momentum.

At the outset, the focus was on engaging with corporate New Zealand as the Global Women Board and leadership felt this was where it would





get the most traction to advance the debate around gender diversity and inclusion, and elevate women into senior roles and boards faster. This proved the case, and paved the way for supporting entrepreneurs, not-for-profit and iwi leaders over time.

Ezibuy's Chief Executive Officer Mary Devine, who funded research for Global Women to inform its strategy, was reported as saying prior to the launch that she and other members would be putting increased pressure on their company boards about their lack of diversity – the Ezibuy Board was all male at the time.

Speaking of why NZ Post supported the launch of Global Women, then Chief Executive Officer John Allen said: "suddenly it's a very shallow pool [of women in senior leadership positions after Helen Clark, former Westpac CEO Ann Sherry and Telecom's Theresa Gattung left their roles]. There is an enormous potential to deepen that pool."

Shiple, Kennedy, and Langdon also secured critical financial backing from six foundation partners who each invested \$15,000 to fund the launch of Global Women.

They were Deloitte, IBM, NZ Post Group, Vector, Vodafone and Westpac.

Global Women is launched

Global Women was launched as a non-profit membership organisation in July 2009 with 75 members.

Then Prime Minister Sir John Key, the Ministry of Women's Affairs and Business New Zealand

supported Global Women at the launch, alongside a large number of business leaders, at a function hosted by the University of Auckland Business School.

Global Women's inaugural Board comprised:


- Mai Chen – Partner, Chen Palmer NZ and Global Women's first Board Chair from 2009 to 2011
- Dame Jenny Shipley – Former Prime Minister, managing director, Jenny Shipley NZ
- Jane Diplock – Chair, Securities Commission
- Sarah Kennedy – CEO, Vitaco Health
- Bridget Coates – Head of the NZ Trade and Enterprise Beachhead programme in the US, Managing Principal, Fahrenheit Ventures
- Jenny Morel – Managing partner, No 8 Ventures
- Wendy Pye – Managing director, Wendy Pye Publishing
- Dame Patsy Reddy – Director, Active Equities
- Annah Stretton – CEO, Stretton Clothing & Stretton Publishing
- Katrina Troughton – Director, IBM's WebSphere division.

In her first speech as Chair, Chen said:

"The list of members is already an impressive one, and itself speaks to the fact that women can do it and are achieving at the very highest levels of leadership. This list contains many firsts:

- The first woman Prime Minister;
- The first woman CEO of our largest listed company;
- The first woman Speaker of the House;
- The first women to chair major accounting and law firms;
- The first women to head the Commerce and Securities Commissions."





Global Women's founding management team included Langdon (Secretariat and Chief Executive Officer), Justine Munro (Emerging Leaders stream) and Susan Woods and Sweeney were advisors to the Board.

The bar to become a Global Women member was set high deliberately. Women had to hold a senior level role, or multiple senior roles, and for many this included global experience and networks. They needed to also demonstrate recidivist leadership traits and achievements in diversity and lateral thinking beyond the norm.

The mission was going to require all members to step up, beyond their day jobs, and use their positions of influence to be forces for change and unrelenting advocates for all women. It was going to challenge them to open up to each other and offer mutual support, share experiences and learnings, be generous with their time and wisdom as no women's network had done before in Aotearoa New Zealand.

Membership rose rapidly to 220 within its first five years, and 15 years on now has a membership of 440.

Early momentum

Dame Jenny believes Global Women became an enormous initiator early on, with clear and bold leadership commitments made and leaders exercising their influence to spark major change. Members made important contributions to improving diversity and inclusion through adjacent initiatives, such as Chen establishing The Superdiversity Institute for Law, Policy and

Business, a multidisciplinary centre specialising in analysing the law, policy and business implications of Aotearoa New Zealand's superdiversity.


Fostering relationships of trust with sponsorship partners was critical to ensuring the early momentum of Global Women, and its purpose to activate a supportive network and achieve systemic and irreversible change in gender equity within the fabric of Aotearoa New Zealand's organisations. Some members acted as sponsorship partners who engaged directly with their sponsors, including Deloitte, IBM, Minter Ellison Rudd Watts, NZ Post, Vodafone and Westpac, to create bespoke activity relevant to their needs and distinct journey.

Within four months of the launch, Global Women held its first conference in November 2009 with around 160 women in attendance, and the University of Auckland Business School played host once more.

Within a year of launch, the first Global Women retreat was held on Waiheke Island in March 2010, organised by the retreat committee of Dame Patsy, Cunliffe, Bridget Liddell and Kennedy. In the context of encouraging members to attend and to grow the membership, it was deemed important for the Board to amplify the value of being a member of Global Women.

The committee agreed that a retreat would bring together senior women leaders to set a future direction and vision that Global Women wanted for Aotearoa New Zealand. It provided a rare opportunity for professional senior peers to have social time together. Friendships were formed over exercises that fostered a safe but fun space for vulnerability and sharing personal stories –





something many of the women of the time had never experienced in a professional setting. Women who attended recall the retreat being very uplifting and freeing, and that it “galvanised us to be ambitious for the role we could play in creating a more diverse and inclusive leadership in Aotearoa New Zealand.”

The retreat became an annual event, and in time was rebranded the Global Women Hui.

It was in 2010 that Jo Avenell joined the Global Women Board and subsequently became Chair of the Membership subcommittee, a critical role in leading the design and growth of the organisation’s membership. Joanne McCrae, Deloitte partner, became Treasurer/Trustee of Global Women from 2010 to 2015, with Jo Doolan becoming Chair of the Finance Risk and Audit Committee as a Board member from May 2015 for four years. Both leaders played an important role in ensuring a robust financial structure was in place around the Trust.

The establishment of the Breakthrough Leadership Programme

The early response to Global Women was overwhelmingly positive. Word of mouth and the influence of its early member network saw interest in joining the organisation and becoming a supporter grow within the business community.

By the end of Global Women’s first year, a working group formed to scope the design of a development training programme. While the organisation did not originally intend to offer training programmes, the catalyst came in the

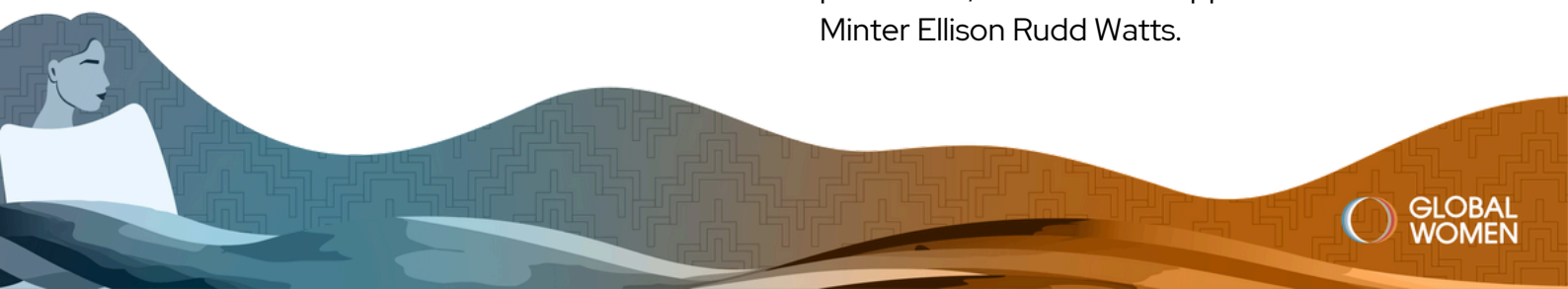
form of Global Women’s investment partners pressing Global Women for an Aotearoa New Zealand-based leadership programme for their senior women and emerging leaders. The Board agreed with the support of the membership and so the programme was born.


Langdon and inaugural Programme Director Yvonne McLean designed the programme’s architecture for what would become Breakthrough Leaders. McKinsey partners, Angus Dawson and David Pralong, travelled from Australia to work with Global Women and gifted a benchmarking report to assist with the critical measurement of the programme’s impact.

The subcommittee of Dame Jenny (Chair), Langdon and McLean established and launched the programme. The programme was designed to accelerate women’s careers and foster their leadership potential as well as provide the breakthroughs needed for women to reach executive and board level positions.

The entry criteria were purposefully rigorous to cater for a high calibre cohort of women in leadership roles who had the support and commitment of their sponsor and who were likely to be important leaders in the future. Global Women expected the chief executives of the participants’ organisations would be active sponsors.

On 30 June 2010, the Breakthrough Leaders programme launched with the backing of funding partners Fonterra, KPMG, Microsoft, PwC, Telecom and Vodafone investing \$25,000 per placement, and with the support of event host Minter Ellison Rudd Watts.





The launch was supported by the then Minister of Women's Affairs, the Hon Pansy Wong, who was establishing a leadership programme for women on public sector boards, to align building a pipeline of diverse women leaders across the public and private sector.

Two months later candidate recruitment took place with McLean and Global Women Board members conducting applicant interviews. In mid-September 2010, the first programme started, with a 16-strong cohort of brave and open-minded women. By years two and three the annual cohort increased to 26 through referrals and more companies wanting to invest in their senior women.

Michele Embling became Chair of the programme's subcommittee in 2011 – when Dame Jenny became Chair of Global Women. Embling held this role until 2017.

The unwavering commitment and collective fortitude of everyone involved in getting Breakthrough Leaders off the ground and making it a success – from the subcommittee to Board members and the wider membership and Global Women's management – cannot be underestimated. Significant time and skills were dedicated to ensuring Breakthrough Leaders delivered for the funding partners and the programme's cohort. Board members would speak during the programme, coordinate the end of year celebrations and work with funding partners to deliver the leadership growth and outcomes they wanted for their women and for their businesses.

Forming a trusted relationship with the Breakthrough Leaders' funding partners proved critical and Global Women is grateful for the tireless dedication and support of vocal allies such as Simon Moutter, former Telecom/Spark Chief Executive and Bruce Hassell, then Chief Executive Officer of PwC. Beyond being an active partner in establishing Breakthrough Leaders, PwC became a principal funding partner of Global Women and remains so today.

Over time, Breakthrough Leaders expanded the participant criteria from private sector to public, and for philanthropic and iwi interests. In the first year, two placements for Māori and Pacific leaders to participate Breakthrough Leaders were funded jointly by iwi and corporate partners, and in 2011 Sir Stephen Tindall, through the Tindall Foundation, funded two scholarships per year.

In its first five years, Breakthrough Leaders cemented its position as a worldclass leadership development programme, featuring international trips to expand mindsets beyond our borders.

Breakthrough Leaders became instrumental in developing women into exceptional leaders, and within its first five years over 130 women went through the programme and advanced their careers as a result – achieving more senior roles within their organisations or backing themselves to create leadership positions in other spaces.

Michele Embling notes “The programme initially started with a focus on participants discovering their leadership intent, but it quickly evolved to igniting that intent to enable the participants individually and collectively to have a positive impact on their organisations and society as a whole. I believe the key to the success of this



programme is that it is designed for women by women. We constantly evolved it to remain contemporary and we were very open to change to reflect society's evolving expectations of organisations and leaders."

Under the leadership of the Global Women Board, a comprehensive review of Breakthrough Leaders was undertaken at the end of 2015. The programme was redesigned to quarterly residential sessions, with the integration of a Te Ao Māori focus including one residential held on marae, a global worldview with a trip to San Francisco and a community service dimension.

Being the amplifier of a wider pool of women leaders

In 2012, off the back of the burgeoning success of Breakthrough Leaders, another leadership development programme was designed in response to a desire from its funding partners to support a larger group of women at an earlier stage in their careers, than just those on Breakthrough Leaders.

Enter Activate.

The purpose of Activate was to lift participants from middle management to the next phase of their career – driving a mindset shift, inspiring their career trajectory, and helping them move from emerging to game-changing leader.

A working group, led by Langdon and comprising Breakthrough Leaders' partners and the Global Women team, designed and delivered Activate. Facilitators were a mix of Global Women members

and external speakers. Activate programmes were delivered in Auckland, Wellington and Christchurch, and in the early days were often held at sponsor organisations' offices. Activate was made possible due to the support of Breakthrough Leaders' funders and latterly partners of what would become Diverse NZ, and later Champions for Change.


The Global Women Board was refreshed in 2014, with Sue Sheldon becoming Chair until 2017. By this stage the organisation had become too large for one Chair and so Embling and Vanessa Stoddart assumed the roles of Vice Chairs.

Adopting a wider diversity agenda

Global Women was seen as the go-to organisation for top-tier business engagement advancing gender diversity. As a result corporate leaders sought assistance from Global Women with their wider diversity agenda, beyond gender, notably ethnic. Māori and Pacific graduates were invisible, and leaders were mystified as to why they weren't achieving leadership status in their organisations. Where were they going?

The Global Women Board took up this challenge and set up a working group to develop the beyond gender diversity" workstream, and a two-year project took shape named Diverse NZ Inc. Global Women board members Sheldon and Sweeney ran the project with Langdon. Sheldon was instrumental in leading and supporting the establishment of Diverse NZ and assumed the Chair role of the Diverse NZ governance group from 2012 for its first two years. Sweeney was the project lead and led the establishment group which comprised PwC's Bruce Hassall, IAG's Jacki Johnson, Microsoft's Paul Muckleston and Vodafone's Russell Stanners.





A strategy was developed and launched, and activated by Langdon and Munro. One of the early actions of Diverse NZ Inc was to have corporates with a broad and active diversity agenda recognised at senior management and board level through an awards programme. The logical award was the Deloitte Top 200. Langdon approached Deloitte, who supported the idea, and Dame Jenny approached then Prime Minister Sir John Key to sponsor this award. During his tenure the award was known as the Prime Minister's Award and encouraged corporates to demonstrate exemplary diversity strategies. A Global Women representative participated on the judging panel each year.

Ultimately, The Diverse NZ Inc strategy further identified areas of need and a meaningful strategic response, which led to the design and launch of Champions for Change and TupuToa.

Champions for Change

The establishment of Champions for Change evolved out of a belief Global Women needed to work with key male leaders who shared its mission to champion the change required. At that stage Aotearoa New Zealand wasn't reporting ethnicity statistics amongst our corporate leadership – now a feature of Champions for Change. Diverse NZ Inc's research showed corporates didn't have good frameworks and strategies in place for their Māori and Pacific workforce. That needed to change.

Launched on 17 November 2015 by then Deputy Prime Minister the Honourable Bill English, Champions for Change brought together a group

of male and female chairs and CEOs who would champion ethnic diversity together.

Anthony Healy, former Chief Executive Officer of BNZ and Dame Jenny were the Champions for Change foundation Co-Chairs until 2018. From 2018 to 2020, Embling and Westpac's Chief Executive Officer at the time, David McLean became co-Chairs. The very successful leadership format was established where new co-Chairs would take up the leadership role of the organisation for a two year term, a practise that continues today.

At its launch, Champions for Change was described as "an initiative with a focus to embed a culture within Aotearoa New Zealand businesses that encourages a measurable step-change towards diverse leadership. The intention is to accelerate Aotearoa New Zealand's future success and global competitive advantage through access to diversity of thought amongst our decision makers."

When Global Women moved to establish Champions for Change, it evolved the Global Women funding model so that the funders of Global Women and the foundation funders of the Breakthrough Leaders programme became one group. The new structure comprised Principal Partner at \$100,000 p.a., Major Partners at \$50,000 p.a. and Support Partners at \$15,000 p.a. All Global Women partners and their CEOs were entitled to be members of Champions for Change. Each partnership level received a different degree of support and input from Global Women. This approach, including the design and connections, were carefully thought through and purposefully established to ensure Champions for Change remained tightly aligned to Global Women, both in



intent and in organisational terms. It has been a highly successful collaboration and funding model which remains to this day.

Today, Champions for Change represents more than 100,000 employees and is a group of over 80 leading CEOs and Chairs, each with a personal mission to accelerate inclusive and diverse leadership in our workplaces.

Champions believe in inclusive environments where employees can contribute to the success of the company as their authentic selves, while the organisation respects and leverages their unique talents and gives them a sense of connectedness.

TupuToa

Concurrently a Māori and Pacific Corporate Pathways working group was set up with Munro as project leader. A working group reported into the Global Women Board. This comprised of Faye Langdon, Rhys Faleafā (Pacific consultant) and Dr Monique Faleafā (then CEO of Le Va). (Pacific Business Trust), Tina Porou (Contact Energy) and Tim Watts (co-Founder of NxtStep, previously GradConnection New Zealand), to enable graduate and youth employers in Aotearoa New Zealand to engage and attract top calibre talent to graduate-level roles or programme intakes from New Zealand universities and other tertiary institutions.

It was agreed the resulting entity would have a joint Māori and Pacific focus. Global Women contracted EY and Tahi Group to support the working group to develop the business case and financial modelling to establish TupuToa.

The establishment board comprised of Rangimarie Hunia and Leopino Foliaki (Assurance Partner, PwC) as founding Co-Chairs, Kate Daly (Fletcher Building), Rhys Faleafā, Munro, Langdon and Watts.

Global Women donated \$350,000 in seed funding to enable the setup and TupuToa was gifted to Aotearoa New Zealand, as it was agreed Māori and Pasifika needed to determine their own leadership. Te Puni Kōkiri, The Ministry of Business, Innovation and Employment and the Ministry for Pacific Peoples also contributed to the start-up funding for TupuToa.


The programme is supported by prominent corporates including Air New Zealand, Bank of New Zealand, Fletcher Building, Genesis Energy, ACC, Spark, Microsoft, NZ Super Fund, Precinct Properties, SKYCITY and Russell McVeagh.

The launch took place in October 2016 at Waipapa Marae and at the Fale Pasifika of the University of Auckland.

The impact of Global Women

By the end of 2016 – eight years since the seed of the idea of Global Women was first planted in the hearts and minds of a few – the organisation had succeeded in creating prominence, urgency and momentum to advance the gender and ethnic diversity, equity and inclusion agenda across Aotearoa New Zealand.

No longer were businesses overlooking women and wāhine toa, or people of other ethnicities for leadership roles or seeing them as anomalies around leadership tables. The value they provided was deemed essential to the commercial performance of their organisations and critical to



their growth and success.

Over the first eight years Global Women grew strong, producing branches of adjacent initiatives to benefit more women than just those who qualified for membership. The women who had flourished under Breakthrough Leaders and Activate, and other leaders who came to the fore from the focus of Champions for Change and TupuToa, became enablers, supporters and role models. They influenced other wāhine toa and tāne and men in their spheres of activity and networks, often recommending Global Women programmes and membership to others.

The Global Women whānau tree provided the much needed structure, motivation, opportunities and a haven for over 500 people to help them grow and succeed in their careers and areas of leadership.

We wish to thank the hundreds of people who were fundamental to the establishment and growth of Global Women during its formative years. The workplace culture back then was not what it is today and it required bravery, boldness and hard work to change the narrative and course for future generations. This remains a work in progress and a challenge for successive Boards as they respond to the issues of the time and look to the future.

Global Women members' unwavering commitment and immeasurable contribution of volunteer time, skills, energy, influence and investment saw the Global Women dream turn into a mission that gained momentum, and

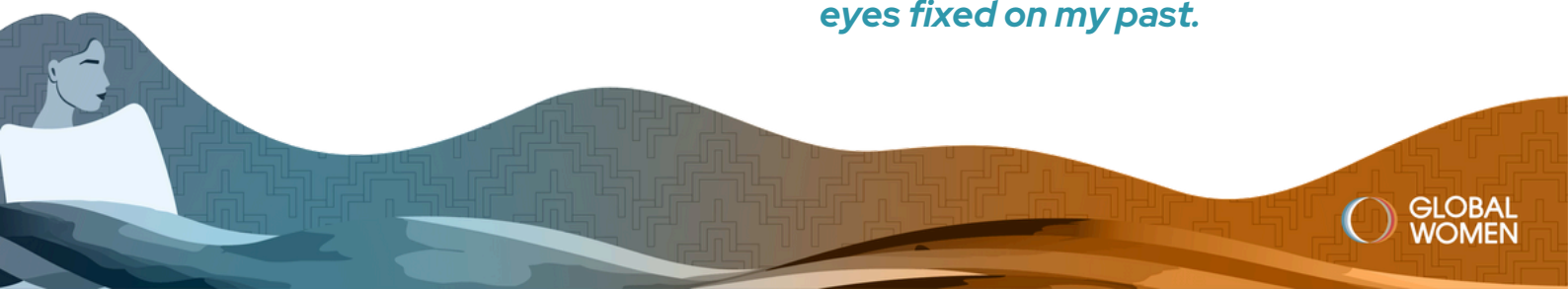
spurred a movement.

The organisation was blessed, and we give special acknowledgement and gratitude to Global Women's inaugural Chief Executive, Langdon, whose incredible drive, passion, resilience and willingness to do what it took to get things done was crucial to Global Women's formative success and growth. She was followed by other outstanding leaders in Miranda Burdon, who succeeded Faye in July 2016 ahead of the launch of TupuToa until 2019, and Agnes Naera, Board member from 2019 and then Chief Executive from 2020.

Global Women proved what is possible when we take the lead and work together to achieve meaningful inclusion while valuing and respecting difference. Those who lead today stand proudly on the shoulders of those who have contributed and led since Global Women's establishment. They will define a new future for Global Women, built on the strength of the Global Women family of organisations that have provided an extraordinary foundation and catalyst for change. Global Women will continue to strive to achieve its full potential for the benefit of all New Zealanders and shape a different environment than when it began.

There remains much to do if we are to live in a truly inclusive society, one that benefits everyone by embracing the power of diversity and the empowerment of equity as we shape the future together.

***Kia whakatōmuri te haere whakamua.
I walk backwards into the future with my
eyes fixed on my past.***





Acknowledgements

Thank you to our author Carolyn Kerr of Anthem who prepared Global Women's founding story with guidance and input from Dame Jenny Shipley, Faye Langdon, Mai Chen, Jane Sweeney and Agnes Naera. Carolyn also conducted interviews with Michele Embling, Sue Sheldon, Joanna Doolan and Dame Theresa Gattung to ensure she captured as accurate a record as possible.

A further special thank you to Lisa Couldrey from Couldrey Design, whose 15 Year Anniversary designs appear throughout this document.