



2025 AU/NZ Women Leaders Executive Leadership Study Tour to Western Australia

May – June 2025
Outcomes Report

We acknowledge the Traditional Owners of the lands we visited throughout the 2025 Women Leaders Executive Study Tour. We pay our deepest respects to their Elders past, present and emerging, and extend that respect to all First Nations people. We are grateful for the opportunity to learn on country and to hear the stories and aspirations that shape this land.





Tanya Ozeil

Group Chief Executive, Trans-Tasman Business Circle | Founder, Women Leaders by the Circle (WLBtC)

It is with immense pride, deep gratitude, and a very full heart that I present the 2025 AU/NZ Women Leaders Executive Leadership Study Tour to Western Australia Report. What unfolded over this extraordinary week was a profound shared experience that forged bonds, opened our eyes, and connected us to the extraordinary opportunities, people and landscapes of WA in ways many of us had never encountered before.

For many delegates, this was their first time in Western Australia and what a privilege it was to experience the State through such a powerful leadership, cultural and innovation journey. From the sacred Wadandi lands in Margaret River, where our week began with Indigenous storytelling, deep listening and cultural immersion, to our breathtaking Cape to Cape walk and the artistry and heritage of Leeuwin Estate, WA offered wisdom, beauty and insight at every turn.

And then came Perth - a vibrant centre of innovation and economic transformation where our delegation stepped directly into the boardrooms, industries and ideas shaping Australia's future. We explored policy, energy, diversity, AI, sustainability and leadership across government, academia, business and community. We experienced some of the world's most advanced mining, hydrogen and green-energy operations in the Pilbara and heard from extraordinary global and national leaders redefining what is possible. This entire journey was only made possible through the vision, commitment and generosity of remarkable women who led and shaped the week with courage, humility and heart.

My deepest gratitude goes to Christine Holgate, our phenomenal Study Tour Leader, whose leadership, always bold, authentic and deeply human, set the tone for everything this week became. Christine, your personal story opened the tour with honesty and strength, and your presence throughout every session inspired us to lead with purpose, resilience and care. The impact you had on this cohort and on the legacy of this program is immeasurable. I also extend heartfelt thanks to Elizabeth Broderick AO, whose global insights into gender equality and whose steadfast leadership over many years continue to elevate, challenge and inspire every one of us. Liz, your wisdom and generosity infused the week with meaning, depth and courage.

To every partner, host organisation, presenter and the community - thank you. Your openness, your candour and your willingness to share your expertise and lived experience gave this delegation rare access and extraordinary learning. To our delegates: Thank you for showing up with courage, curiosity and heart. Throughout the week, you leaned into big conversations about reconciliation, sustainability, inclusion, innovation, the future of work, and the role of women leading change. The way you held space for one another, challenged ideas, and built authentic connection is what makes this community so powerful. The bonds formed on this tour will last a lifetime. The insights gained is shaping the way we lead. And the experiences shared will stay with us forever.

At the Women Leaders by the Circle, we believe the most transformative leadership happens when people come together, across sectors, cities and countries, to learn, reflect and imagine a better future. This tour exemplified that belief. It reminded us that when women lead boldly and together, momentum follows, and meaningful change is not only possible, it becomes inevitable.

I am incredibly proud to present this report, capturing the essence of a week none of us will ever forget.

With heartfelt thanks and enormous pride,
Tanya x



Christine Holgate

Executive Chair, Team Global Express | 2025 Study Tour Leader

Reflecting on the 2025 AU/NZ Women Leaders Executive Leadership Study Tour to Western Australia fills me with an overwhelming sense of gratitude, inspiration and renewal. This journey was unlike any professional experience I have had — it touched me not only as a leader, but as a woman, a colleague and a human being. It was, quite simply, life-changing. The depth of connection, learning and shared purpose that emerged over the week is something I will carry with me for a very long time.

From the moment we came together in Margaret River, there was a distinct feeling that this cohort was ready for something more than observation — ready to participate, to feel, to stretch and to be stretched. Every delegate arrived with intention. You entered each space with openness, listened with generosity and engaged with a remarkable blend of strength and humility. What unfolded was not just a program, but a series of shared moments that revealed what leadership can look like when women show up fully for themselves and each other.

The landscape of Western Australia offered the perfect backdrop for this transformation. Its beauty, its vastness, its cultural depth and its economic might all invited us to think differently and more expansively. From cultural immersion on Country to witnessing world-leading innovation and standing inside some of the most ambitious green energy and industrial operations in the world, the state challenged us to broaden our understanding of impact, responsibility and possibility.

What will stay with me most, however, are the conversations — honest, vulnerable, courageous conversations that happened in boardrooms, on buses, over shared meals and during quiet moments between sessions. There was a profound sense of solidarity across this cohort. You held space for each other in a way that was dignified, fierce and compassionate. That sense of collective strength is rare, and it is powerful.

My heartfelt thanks go to Women Leaders by the Circle team, and in particular to Tanya, whose leadership, vision and unwavering commitment to elevating women created the conditions for this extraordinary experience. I am deeply grateful for the partnership and for the trust she places in every woman who joins this program.

I also extend my sincere appreciation to Elizabeth Broderick, whose wisdom and grounded humanity enriched every part of our journey. Liz challenges us to think more deeply about the systems we influence and the legacies we leave, and her presence was a gift to all of us.

To each delegate: thank you for your courage, your honesty, your laughter and the many moments of joy and reflection we shared. You made this week unforgettable. The connections you formed and the insights you uncovered will ripple far beyond your time in WA, shaping your leadership and amplifying your impact in ways none of us can yet fully see.

It was a privilege to walk this path beside you. I am forever changed by it.
Christine



Elizabeth Broderick AO

Study Tour Leader 2024

The 2025 AU/NZ Women Leaders Executive Leadership Study Tour to Western Australia offered a rare and powerful opportunity to pause, reflect and consider the kind of leadership the world is calling for today. As we travelled across landscapes of profound cultural significance and immense economic ambition, I was struck again and again by the clarity, curiosity and commitment of the women who made up this remarkable cohort. I was honoured to participate and support the cohort and Christine through this journey.

Western Australia provided a dynamic setting for these conversations. Its ancient history and cultural richness grounded us in the importance of legacy and connection. Its emerging energy, technology and innovation sectors reminded us of the scale and speed of transformation underway. Moving between these worlds encouraged us to think about leadership not simply as a position or role, but as a responsibility — to people, to communities, to the environment and to future generations.

What made this tour truly exceptional was the quality of our dialogue. Across the week, delegates brought insight, lived experience and an extraordinary willingness to engage honestly with complex issues — from gender equality and cultural inclusion to climate, technology, modern slavery and the future of work. These were not surface-level conversations; they were deep, brave and often challenging in the most constructive and meaningful ways.

In every room, there was a palpable sense of intention. Women listened to understand, not to respond. They shared vulnerability with strength. They examined long-held assumptions and explored new ways forward. And they did so with compassion, respect and a sense of collective purpose. It is in these moments — these spaces of genuine exchange — that real and lasting change begins.

My sincere thanks go to Women Leaders by the Circle, and to the unique gift for curating environments where women can connect deeply, think expansively and lead with authenticity. The passion for this community infuses every aspect of the program, with the opportunity to bring extraordinary women together – truly inspiring.

I also extend my appreciation to Christine, whose leadership throughout the week was marked by humility, strength and generosity. Christine brought an openness to this experience that enriched our conversations and strengthened our collective insight.

To all the delegates: thank you for the wisdom you shared, the curiosity you brought and the courage you demonstrated. It was an honour to walk alongside you. My hope is that you carry forward the sense of connection, conviction and possibility that emerged during our time together — and that you continue to lead with the boldness and humanity that this moment in history demands.

Elizabeth Broderick AO

Executive Summary

2025 AU/NZ Women Leaders Study Tour Outcomes Report

The 2025 AU/NZ Women Leaders Study Tour was a deeply immersive journey through leadership, innovation, culture and connection across Western Australia. Over eight days, delegates engaged with trailblazing leaders from business, government, Indigenous communities, science, technology and the arts—exploring how leadership must evolve in a world defined by complexity, disruption and urgent systems change.

Across powerful conversations, site visits and shared experiences, four defining themes emerged. Together, they tell a coherent story of modern leadership: resilience anchored in values; innovation guided by ethics; cultural wisdom as a leadership strength; and the transformative power of collective action.

The tour did not simply inspire reflection, it catalysed commitment. Delegates returned with renewed clarity about who they are as leaders, how they lead, and the responsibility they carry to shape more inclusive, sustainable and courageous futures.



Day 1: Arrival and Connection Perth to Margaret River

The opening day of the Women Leaders Study Tour set a strong foundation of connection, reflection, and shared purpose. From the outset, delegates quickly moved beyond introductions, forming genuine connections through open conversation and a collective curiosity about one another's leadership journeys. A sense of anticipation and openness shaped the group dynamic, creating space for candid dialogue and mutual learning.

The evening marked a powerful shift from connection to inspiration. In a deeply personal conversation, Christine Holgate reflected on her leadership journey, speaking with honesty about navigating complexity, leading through transformation, and remaining anchored in values while driving change at scale. Her reflections on resilience, integrity, and the responsibility of leadership resonated strongly, prompting thoughtful discussion and personal reflection among the group.



Day 2: Cultural Immersion and Sustainable Futures

Margaret River

Day two deepened the tour's focus on grounded, values-led leadership, weaving together wellbeing, culture, sustainability, and entrepreneurial courage. The day opened with a shared sense of calm and intention, as participants collectively reflected on the role of wellbeing in sustaining effective leadership. This mindset set the tone for a powerful exploration of connection—to self, to community, and to place.

A defining moment was the immersive cultural experience led by Josh "Koomal" Whiteland, whose insights into Wadandi culture, Indigenous knowledge systems, and the Aboriginal Six Seasons invited delegates to reconsider leadership through the lens of stewardship, respect for country, and long-term sustainability. Many found the experience deeply moving, with the simplicity and wisdom of Indigenous perspectives reinforcing the importance of listening, care, and balance in leadership. The shared bush BBQ further strengthened bonds within the group, underscoring the role of community and shared experience in shaping meaningful connections.

Themes of sustainability and resilience continued to unfold at Voyager Estate, where leadership lessons were drawn directly from the land. Discussions highlighted how foresight, patience, and care—core principles of organic viticulture—mirror the qualities required to build enduring organisations. Reflections on Voyager's sustainability strategy reinforced the idea that environmental responsibility and leadership legacy are deeply interconnected, with long-term value created through intentional, values-driven choices.

The day concluded with reflections on entrepreneurial leadership and bold decision-making. Jacquie Chan's story prompted thoughtful discussion on vision, courage, and the willingness to take calculated risks in pursuit of growth and impact. As delegates shared insights over dinner, recurring themes emerged around authenticity, cultural connection, and the responsibility leaders hold to shape organisations—and communities—that are resilient, inclusive, and future-focused.

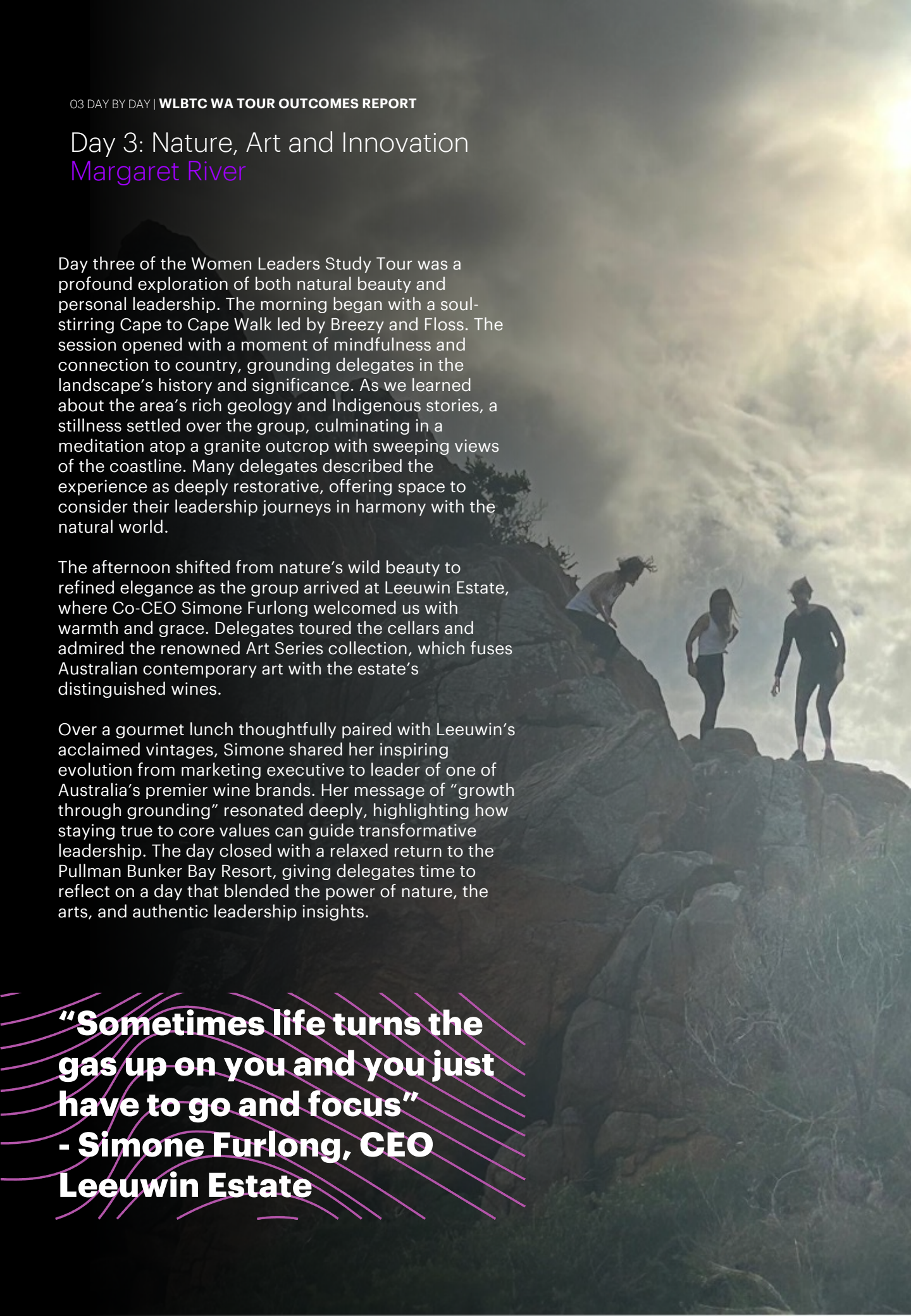


Day 3: Nature, Art and Innovation Margaret River

Day three of the Women Leaders Study Tour was a profound exploration of both natural beauty and personal leadership. The morning began with a soul-stirring Cape to Cape Walk led by Breezy and Floss. The session opened with a moment of mindfulness and connection to country, grounding delegates in the landscape's history and significance. As we learned about the area's rich geology and Indigenous stories, a stillness settled over the group, culminating in a meditation atop a granite outcrop with sweeping views of the coastline. Many delegates described the experience as deeply restorative, offering space to consider their leadership journeys in harmony with the natural world.

The afternoon shifted from nature's wild beauty to refined elegance as the group arrived at Leeuwin Estate, where Co-CEO Simone Furlong welcomed us with warmth and grace. Delegates toured the cellars and admired the renowned Art Series collection, which fuses Australian contemporary art with the estate's distinguished wines.

Over a gourmet lunch thoughtfully paired with Leeuwin's acclaimed vintages, Simone shared her inspiring evolution from marketing executive to leader of one of Australia's premier wine brands. Her message of "growth through grounding" resonated deeply, highlighting how staying true to core values can guide transformative leadership. The day closed with a relaxed return to the Pullman Bunker Bay Resort, giving delegates time to reflect on a day that blended the power of nature, the arts, and authentic leadership insights.

A photograph of three people standing on a rocky outcrop, silhouetted against a bright, cloudy sky. The person on the left is leaning forward, while the other two stand upright. The foreground is dark and rocky, with some sparse vegetation.

**"Sometimes life turns the
gas up on you and you just
have to go and focus"**
**- Simone Furlong, CEO
Leeuwin Estate**

Day 4: Strategic Leadership Bunker Bay to Perth

Day four of the Women Leaders Study Tour opened with powerful sessions at the Pullman Bunker Bay Resort, setting a reflective yet energising tone before the journey back to Perth.

Elizabeth Broderick AO spoke candidly about the global state of gender equality, drawing from her remarkable career advocating for systemic change and gender equity. She shared deeply personal insights into the challenges and triumphs of her journey, while highlighting how inclusive leadership is crucial for dismantling barriers and fostering true cultural transformation. Her emphasis on self-care and managing life's transitions struck a chord with many delegates, creating an intimate and supportive atmosphere. Participants later remarked on how Elizabeth's authentic presence and practical wisdom offered both inspiration and actionable guidance for their own leadership paths.

The morning continued with a dynamic session led by Dr Catherine Ball, renowned futurist and thought leader in AI and emerging technologies. Catherine challenged delegates to think expansively about ethical innovation and the rapidly evolving intersection of technology and humanity. Her provocations about the volatility of the world ahead and the question "What is Truth?" sparked lively discussions, encouraging participants to consider the moral dimensions of leadership in an age defined by disruption and rapid technological change. Her message was clear and urgent: the next horizon is not distant—it is here, demanding courageous, thoughtful leadership capable of navigating complexity and uncertainty.

"If we don't intentionally include women, the system will unintentionally exclude women"

- Elizabeth Broderick AO



Day 5: Social Impact, Leadership in Action and a visit from the Prime Minister of Australia Perth

Day 5 highlighted leadership in action through a strong focus on systems change, resilience, and social impact, grounded in personal values and collective responsibility. The day opened with reflections from Zaneta Mascarenhas MP and Christine Holgate, who positioned leadership as a catalyst for sustainability and national transformation. Zaneta's transition from engineering and the energy sector into federal politics resonated strongly, particularly her emphasis on authenticity and integrity in high-stakes environments.

A panel moderated by Asha Kayla, featuring Nicole Lockwood and Christina Matthews AM, explored how infrastructure, tourism, and regional development can balance economic growth with community wellbeing. Insights from boardrooms and elite sport underscored the importance of courageous conversations, belief, and values-led decision-making.

A standout session saw Dr Catherine Ball in conversation with Anousheh Ansari, whose reflections on space, risk-taking, and technology reinforced the need to pursue innovation responsibly and sustainably. At the Clayton Utz boardroom luncheon, Julie Bishop, Christine Holgate, and Elizabeth Broderick AO shared candid perspectives on diplomacy, resilience, and values-driven leadership, with bipartisan collaboration emerging as a powerful theme.

The afternoon focused on Western Australia's energy transition and mining sectors, highlighting inclusive leadership, First Nations knowledge, ESG, and cultural change as essential to a just transition. The day concluded with a cocktail reception, reinforcing the national significance of women's leadership, collaboration, and courageous action.



Day 6: Towards a Green Vision Pilbara

Day six provided a powerful immersion into the ambition and leadership required to drive a sustainable future. In the Pilbara, delegates saw firsthand how innovation and technology are reshaping one of Australia's most resource-intensive regions.

The visit to Fortescue showcased the organisation's transition from traditional mining to a leader in green energy and decarbonisation. Insights into green iron, hydrogen infrastructure and autonomous operations highlighted the scale and complexity of this transformation, underscoring the importance of long-term vision, investment and disciplined execution to achieve emissions reduction at scale.

Across site visits and conversations with Fortescue leaders, a consistent theme emerged: the shift to a green future is as much a leadership and cultural challenge as a technical one. Innovation was framed as a responsibility to communities, employees and future generations, requiring a careful balance between pace and safety, ambition and inclusion, and progress and social licence.

The Pilbara experience reinforced the value of systems thinking, demonstrating how renewable energy, digital systems and automation can be integrated to create safer, more efficient and sustainable operations. Delegates left with a clear takeaway: achieving a green future demands bold vision, collaborative leadership and the courage to act ahead of certainty.



Day 7: Accountability, AI and Reflections on Resilience

Perth

Day seven opened at Commonwealth Bank with an exploration of artificial intelligence and leadership. Áine McKay from AutogenAI highlighted the transformative potential of generative AI across strategy, creativity and competitiveness, while reinforcing the need for trust, transparency and responsible adoption. Her insights prompted robust discussion on how leaders balance innovation with governance, ensuring technology delivers “unexpected benefits rather than unintended consequences.”

Attention then shifted to modern slavery and corporate accountability. Serena Grant from Walk Free outlined the realities of modern slavery within global supply chains, challenging delegates to move beyond compliance-driven reporting. A panel including Professor Nga Pham from Monash reinforced that meaningful progress requires courage, accountability and action, not disclosure alone.

A powerful session followed with Jasmine Kadic, Sharna Collard and Nyoka Morgan, who shared stories of Aboriginal women leading through enterprise, culture and community. Their reflections demonstrated how purpose-led leadership, grounded in cultural knowledge and intergenerational responsibility, can drive lasting impact.

The day concluded with reflections on resilience and reinvention from Christine Holgate and Dr Diane Smith-Gander AO, before closing on a note of shared celebration—underscoring that leadership is sustained through connection, courage and collective energy.



Day 8: Conclusion & Reflection: Innovation, AI and Purposeful Transformation Perth

The final day of the Women Leaders Study Tour brought a fitting close to a week defined by bold ideas, meaningful connections, and deep leadership inquiry.

The morning began at the Accenture Innovation Lab in Perth, where delegates were immersed in a dynamic showcase of emerging technologies such as AI, digital twins, data analytics, and technology-enabled transformation. This exclusive experience illustrated how leading organisations are applying cutting-edge innovation to tackle complex challenges across industries, from mining and energy to logistics and public services.

Following the tour, delegates engaged in a powerful interactive debrief facilitated by Accenture. Through peer dialogue, guided reflection, and facilitator insights, participants were encouraged to articulate their most significant leadership shifts from the week. Many shared a renewed clarity around their leadership values, new ambitions for driving inclusion and sustainability, and a strengthened conviction to act with purpose. The session created a safe and energising space for delegates to share personal commitments and explore how to bring their insights home - to boardrooms, communities, and teams.

In the afternoon, Team Global Express welcomed the group for an visit at their Perth Airport logistics hub, where senior leaders and frontline team members shared firsthand perspectives on sustainability-led supply chains, digitisation, and cultural transformation underpinning TGE's leadership ethos. The final day served not only as a thoughtful wrap-up but as a powerful springboard, reminding all involved that the end of the tour marks the beginning of new leadership action and impact.



Emerging Themes

Reflections from Women Leaders

RESILIENT LEADERSHIP:

Leaders across sectors echoed the importance of adaptability, wellbeing, and staying anchored in values amid complexity.

CULTURAL LEARNING:

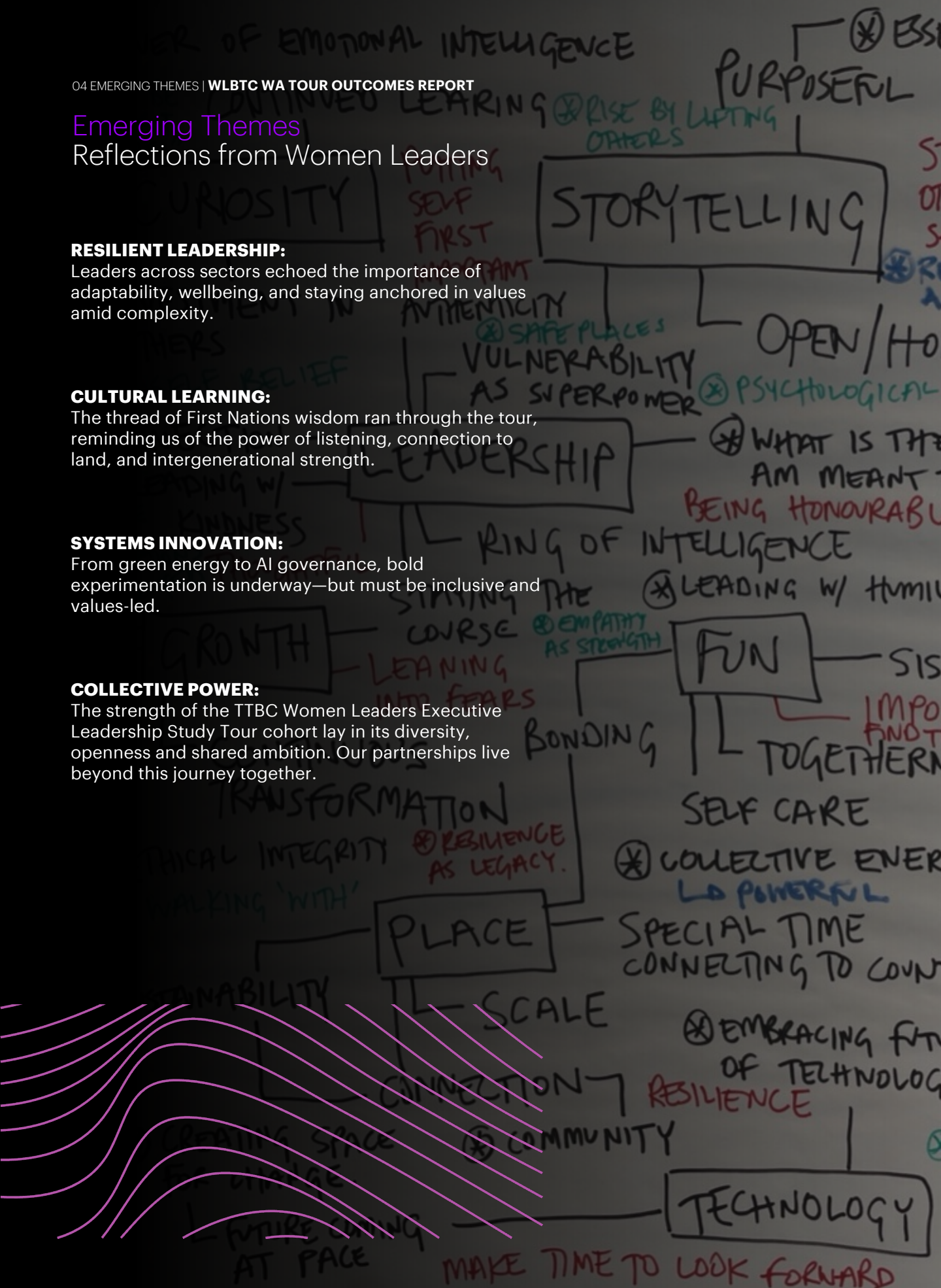
The thread of First Nations wisdom ran through the tour, reminding us of the power of listening, connection to land, and intergenerational strength.

SYSTEMS INNOVATION:

From green energy to AI governance, bold experimentation is underway—but must be inclusive and values-led.

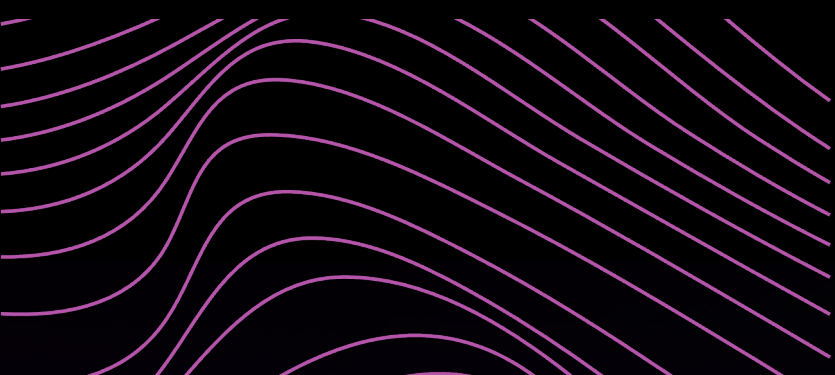
COLLECTIVE POWER:

The strength of the TTBC Women Leaders Executive Leadership Study Tour cohort lay in its diversity, openness and shared ambition. Our partnerships live beyond this journey together.



With gratitude and ambition

The delegates of the 2025 AU/NZ Women Leaders Executive Leadership Study Tour to Western Australia

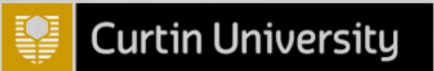
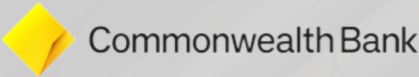


Alex Bell, Challenger
Angela Diamond, Services Australia
Asha Kayla, Woolworths
Bridget Tracy, Accenture
Cara Aughterson, KPMG
Cassie Loder, KINETIC IT
Casey Morecroft, NAB
Chantell Revie, Infomedia
Christine Holgate, Team Global Express
Christina Wilson, Team Global Express
Danielle Walker, Bunnings
Dr Catherine Ball, Australian National University
Dr Maria Burwood, Various
Elizabeth Broderick AO, Champions of Change Coalition
Elsa Masztak, Westpac
Emma Crichton, AutogenAI
Endi Frydman, SHK Asia Pacific
Fiona Boyd, ipScape
Hannah Trimby, Salesforce

Jasmin Antonious, Office of the Hon. Warwick Smith AO
Kathleen Warden, AIG
Katrina Bringham, Elabor8
Kristy Houtman, AIDC
Leanne St. George, Leanne St. George & Associates
Lisa Keeling, Services Australia
Marcelle Davis, VicRoads RLS
Michelle Sichlau, ANZ
Nyoka Morgan, NYYANI
Paula Hctor, Q Workplace Solutions
Rachel Wiseman, NRMA
Sandie Boswell, Grant Thornton Australia
Sandie Matthews, The University of Sydney
Sarah Lalor, Commonwealth Bank of Australia
Sharon Reed, Optus
Stevie-Ann Dovico, Beyond Bank Australia
Suzanne Moulis, Moulis Legal
Tanya Oziel, Trans-Tasman Business Circle
Vannessa Van Beek, Fortescue

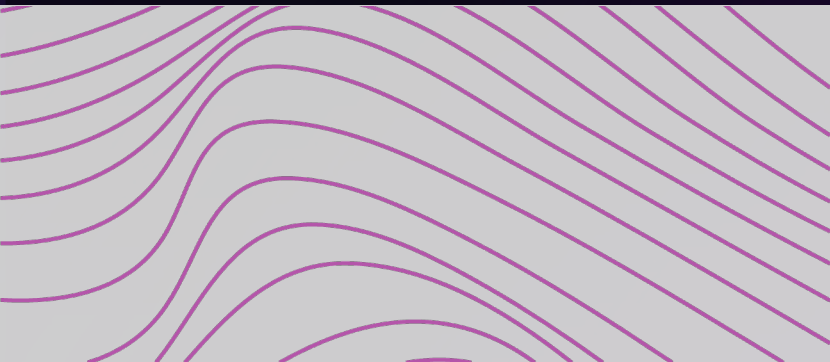


Thank you to our partners
Making this experience possible.



Using Reflections





trans-tasman
**BUSINESS
CIRCLE**

