

02:30 PM

Cultural tour of Te Whanaganui-a-Tara, Wellington

Join Kura Moeahu QSO, MInstD, the IoD's Manu Taiko and Chair of Te Āti Awa, for a cultural orientation tour welcoming you to Te Whanganui-a-Tara Wellington. Explore the local area and learn about the rich history and living heritage of the mana whenua of the region.

5.00 PM

Welcome to Te Whanganui-a-Tara, Wellington

Reconnect, network and get conference-ready at this pre-conference welcome event hosted by the IoD Wellington Branch Committee. Collect your registration, enjoy drinks and canapés, and catch up with friends and new connections.

THURSDAY - 3 SEPT

07:30 AM

Registration opens

Collect your conference pass, enjoy a coffee, explore the exhibitor stands and catch up with fellow delegates before the conference begins.

09.00 AM

Conference opens

Kura Moeahu QSO MInstD | Dr Alishia Rangiwahakawaitau Moeahu MNZM MInstD | Miriama Kamo
Formal welcome to the 2026 IoD Leadership Conference.

09:15AM

Governance in action: Reflections from Wellington

HW Hon Andrew Little

His Worship the Honourable Andrew Little, Mayor of Wellington, opens the conference with his perspective on strengthening governance and leadership across New Zealand, and how Wellington offers a unique perspective on governance relationships.

DENTONS

09:35AM

Geopolitics and governance: Navigating an uncertain world

Dr Charles Edel

Charles Edel, inaugural Australia Chair at the Center for Strategic and International Studies and former adviser to the U.S. Secretary of State on Indo-Pacific political and security issues, explores what today's geopolitical landscape means for New Zealand boards as global alliances shift and economic and security risks evolve.

10:20AM

AI and the boardroom: Governing through rapid technological change

Shelley Palmer (live via satellite)

Shelly Palmer, CEO of The Palmer Group, adviser to Fortune 500 companies and a director of NASDAQ-listed 1-800-Flowers.com, explores what the rapid rise of artificial intelligence means for today's boards, examining the opportunities and risks reshaping industries, businesses and governance decision-making.

11:10AM

Morning Break

11:30 AM

Session to be announced soon

12:15 PM

Fast Fact - Investing in the unknown: Health research and the Malaghan Institute

David Downs CMInstD

David Downs, Ambassador for the Malaghan Institute of Medical Research, explores how boards can support breakthrough science while balancing risk, funding pressures and public trust.

12:30 PM

Preventing sexual harassment: The board's role

Dr Anna Cody GAICD

Australian Sex Discrimination Commissioner Anna Cody explores why sexual harassment is a governance issue. Anna will share the governance questions directors should be asking, along with practical steps boards can take to strengthen oversight, accountability and workplace culture.

01:20 PM

Lunch

02:20 PM

Breakout sessions

Choose from one of three interactive and practical breakout sessions.

Breakout 1: Session to be announced

Breakout 2: When is it time to go? Managing poor board performance

Tony Carter CFInstD, CNZM | Richard Westlake DFInstD | Pania Gray CMInstD, JP | Dr Helen Anderson QSO, CFInstD

Every board faces difficult performance conversations – but few have them openly.

Through practical boardroom scenarios, this session explores how to identify and raise performance concerns, navigate difficult conversations, and know when it's time for a chair or director to step aside.

Breakout 3: The big board meeting: Where ethics, culture and technology collide

Step into the boardroom and join a mock board running an autonomous vehicle company. You'll work through a series of real-world governance scenarios that test your judgement, values and governance discipline. Based on one of our most popular branch workshops, more than 500 directors have already taken their seat at the table. Will your board reach the same decisions, or chart its own course?

03:20 PM

Afternoon Break

03:40 PM

Fast Fact - Session to be announced!

03:55 PM

Governing for growth: Reflections from Steven Joyce

Join Steven Joyce as he explores the board's role in governing for growth in an environment of economic uncertainty, rising shareholder expectations and increasing public scrutiny. Drawing on his experience across business, government and governance, Steven will share his perspective on the conditions that enable sustainable growth, how boards can respond to shareholder activism and why a strong fourth estate matters for transparency, accountability and well-functioning markets.

04:45 PM

Round up of day one

Commentary with the day's key highlights

05:00 PM

End of day one

06:00 PM

Pre-dinner networking

Exclusive Chartered Members Session - Leading with trust:

A conversation with Ombudsman John Allen

Join Chief Ombudsman John Allen for drinks and canapés at this exclusive Chartered Member event. John will explore why transparency, accountability and public trust are fundamental to good governance.

Canapés and networking

Join us before dinner and take the opportunity to share some of your key takeaways from the first day with your peers.

07:00 PM

Conference dinner: An evening of connection

Unwind with fellow delegates over dinner before award-winning journalist and broadcaster Paddy Gower takes the stage for a deeply personal and inspiring keynote on the power of connection. Paddy will share how one pivotal chapter of his life transformed his understanding of connection, and why it matters more than ever for leaders and communities.

07:00 AM

Breakfast

Join us for a light breakfast and coffee ahead of the Power Breakfast sessions.

08:00 AM

Power breakfast breakout sessions

Choose from of three Power Breakfast sessions

Power Breakfast 1 - Ask a Chair - Leading with purpose: Governance for not-for-profit chairs

Caren Rangi ONZM CFInstD

Chairing a not-for-profit board has never been more demanding. This practical session explores how NFP chairs can lead through increasing complexity, rising stakeholder expectations and ongoing resource constraints to build high-performing organisations.

Power Breakfast 2 - The difference between good and great boards

Scott St John CFInstD | James Miller ONZM | Tania Te Rangingangana Simpson CFInstD DLJ CT ONZM

Hear candid insights from experienced board chairs as they reflect on board leadership, decision-making and navigating complex governance challenges. Bring your questions and learn from leading NZX directors with experience across a range of sectors.



Power Breakfast 3 - Climate Governance: Infrastructure

Infrastructure boards are making decisions that will shape New Zealand for decades. This Chapter Zero New Zealand session brings together experienced infrastructure governors and leaders to explore how boards can strengthen climate oversight, manage evolving risks and build resilient infrastructure that supports communities and the economy for generations to come.

09:15 AM

Welcome to day two

09:30 AM

Global trends: Governing for Growth in an Uncertain World

Chris Bradley

Chris Bradley, Senior Partner at McKinsey & Company and Director of the McKinsey Global Institute, explores what today's global economic environment means for boards. Drawing on more than 25 years' experience advising organisations around the world, he'll examine the forces reshaping business, productivity and long-term competitiveness, outlining what directors need to do to position their organisations for sustainable growth and long-term success.

10:15 AM

Fast Fact - The inclusive board: Disability perspectives that strengthen governance

Paula Tesoriero

Inclusive boards make better decisions. Disability Rights Commissioner Paula Tesoriero explores how disability perspectives can strengthen governance and what boards can do to improve accessibility, representation and inclusion.

10:30 AM

Session to be announced

11:10 AM

Morning break

11:30 AM

Breakout sessions

Choose from one of three interactive and practical breakout sessions.

Breakout 1 - From director to chair: Practical lessons for your first chair role

Anthony Vriens CFInstD | Jessie Waite MInstD | Te Aorangi Murphy-Fell CMInstD

Stepping into the chair role is one of the biggest transitions in a director's career. In this practical panel discussion, experienced IoD members will share the lessons they wish they'd known before becoming a chair. Through real boardroom experiences, they'll explore how to establish credibility, build strong relations and make a confident transition from director to chair.

Breakout 2 - The invisible board: Governance that helps start-ups grow

Rachel Taulelei CNZM | Bridget Unsworth MInstD

Start-ups don't need corporate governance. They need governance that matches their stage of growth. This panel explores the concept of minimum viable governance – the smallest amount of governance needed to improve decisions, manage risk and accelerate growth. Expect honest conversations about what works, what doesn't and how to avoid governance becoming a brake on innovation.

Breakout 3 - Governing for vulnerable customers: Lessons from governance failures

Murray Harrington CFInstD | Shirley McLeod CMInstD | Michelle Urquhart MInstD

Protecting vulnerable customers is a core governance responsibility. Royal Commissions, public inquiries and regulatory reviews have repeatedly highlighted the consequences of getting it wrong. This session explores the board's role in setting the right culture, overseeing customer outcomes and ensuring governance frameworks identify and respond to vulnerability before trust is lost.

LEADERSHIP CONFERENCE 2026

TĀKINA, WELLINGTON



Schedule

FRIDAY - 4 SEPT

12:40 PM

Lunch



01:30 PM

Fast Fact – Modern slavery: The board's responsibility

Matt Prichard CMInstD FCA

The Modern Slavery Bill has cross party support and has passed it's first reading. Directors duties and liability are expected. In this Fast Fact session, explore the board's role in identifying and overseeing modern slavery risks across supply chains, operations and business relationships. Gain practical insights into strengthening due diligence and responding to growing stakeholder and regulatory expectations.

01:45 PM

Session to be announced soon

02:45 PM

Closing address

Closing reflections on the conference's key highlights and takeaways.

02:55 PM

Closing karakia

Kura Moeahu MInstD QSO | Dr Alishia Rangiwakawaitau Moeahu MNZM MInstD

03:00 PM

2026 IoD Leadership Conference concludes