

Branch Chair's Annual Report 2025

Tēnā koutou katoa. On behalf of the Institute of Directors Canterbury Branch committee, it is my privilege to report on the 2025 year, my first year as chair, my seventh as part of the committee.

Institute of Directors in New Zealand

The Institute of Directors is **the** professional body for directors. It continues to be at the heart of Aotearoa's governance community. We support and enable directors to add value to their organisations and wider communities and prepare them to positively transform the future.

The IoD in New Zealand began over 40 years ago as a division of the Institute of Directors in the UK. In 1989, the Institute of Directors in New Zealand (Inc) adopted its own constitution and became a separate legal entity. Today, we have more than 10,500 members connected through our regional branch network and national office.

The governance of the IoD's commercial arm is overseen by an appointed Board who have the responsibility to appoint the CEO and monitor the IoD's affairs.

I'm honoured to represent the Canterbury Branch, alongside other regional representatives from our eight branches, on the IoD's National Council. The Council remains the guardian of the IoD, keeping members' interests at the centre of all that we do.

New Zealand continued to face economic challenges during 2025 and these also impacted on the activities of the IoD. Nationally, member growth remains slow but the demand for governance courses and networking opportunities continues to increase steadily. The IoD works hard to be responsive to its members needs and regularly reviews offerings to ensure they are fit-for-purpose, cost effective and deliver value. Throughout the IoD's vision "Leading governance for a strong NZ" guided decision-making and continues to be at the heart of the IoD's national strategy for the next three years.

Canterbury Branch Committee

Branch committees carry the responsibility of connecting the IoD to the interests of local members - providing opportunities for members to participate in governance related activities, facilitating local excellence in governance and education, and providing a network for local support. This is not a responsibility that we take lightly and we ask that you support our accountability by sharing your feedback on what we are doing well, and especially any opportunities for improvement. This feedback informs the content plan for the year so that we can continue to deliver a high quality and inclusive event calendar.

Although the IoD is itself a governance-focused organisation, the role of our Branch Committee volunteers is very much a hands-on one, supporting our Branch Manager Sharynn Johnson and our Branch Executive Kim Gerard.

2025 saw a changing of the guard around the committee table as we said goodbye to our Chair Lloyd Mander, Jane Cartwright, Rex Williams, Mike Killick and James Pomeroy. I give my heartfelt thanks to those departing committee members for their outstanding contribution to the success of our branch. In particular to Lloyd who was very supportive of my appointment as Chair and during the transition period.

Continuing committee members Anna Bolland, Carol Bellette, John Ruge, Sue Sheldon, and Lynn McLelland (deputy chair), each made exemplary contributions to our Kaupapa.

In 2025, we welcomed new committee members Kim Masina, Tony Fallon, Paul Barclay, and Sarah Ayres at the AGM and later in the year co-opted Jessie Chan and Amanda Ng. Right from the start their commitment and insights have been instrumental to our activities and initiatives during the year.

Branch Manager Sharynn Johnson continues to be a superstar and incredible asset for the branch, arranging and attending our many events, as well as managing membership, awards, sponsors and liaison with our national office. Her unwavering dedication to the branch continues to earn our deep gratitude. Any contribution I have made in the role of chair is greatly enabled and amplified through Sharynn's diligence and guidance.

Our Branch Executive Kim Gerard has been an invaluable support to the branch and our many events and initiatives. She will be a familiar and very welcoming face to many of you.

Our Approach

For several years the Canterbury Branch has sought to meet the diverse needs of our local members with a strategy based on a greater variety in our offerings. This continued in 2025.

For our in-person events, this means offering different event styles - from the roundtable discussions of Directors Deep Dives, to learning from governors that have “been there, done that” in Fireside Chats and Branch Chair Breakfast Club, or the Observing Governance-In-Action programme that provides access to ‘live’ governance. We also seek to offer events at different times of the day and different days of the week, in addition to a mixture of larger ‘Showcase’ and smaller event formats.

Catering for such different needs and interests is entirely reliant on the commitment of not just of our Branch Committee but also the mahi and generosity of local members and guests. They also volunteer their time to support our offerings through sharing their perspectives, engaging their networks, and mentoring others. The increased variety in engagement opportunities has also created scope for different types of involvement and levels of commitment from these contributors.

Partners and Sponsors

Taking over from Mike Killick, Kim Masina ably led our Partners and Sponsors subcommittee in 2025.

A sincere thanks to our principal branch sponsors: Nexia New Zealand, Pivot & Pace and University of Canterbury Business School. Your support throughout the year is greatly appreciated, and your level of engagement makes you true *partners*.

A substantial thanks also goes to the local staff of our national sponsorship partners ASB Bank, Dentons, Kordia and Marsh Limited, and to our longstanding venue sponsor The George.

It is so much more than purely their financial support that we value – it is their energy, interaction with the committee and members, their hosting of events, and their willingness to offer support and advice when needed.

Please consider supporting our partners and sponsors, their commitment to good governance is exemplary.

Diversity & Inclusion

As key focus for the committee during 2025, we have continued to develop our initiatives through considered and deliberate planning of events and activities. The diversity of our committee has enabled good initiatives that make our events and networking opportunities available to all.

This focus translated into measurable outcomes, including increased female representation (up to 33.5%), the introduction of an Aspiring Māori Director Award, and new event formats including online, in-person and a hybrid of the two, variation in timing and regional locations.

Nationally, the introduction of Shared Interest Groups has supported this work – some of these are open to non-members:

- Audit and Risk
- Climate Governance – Chapter Zero
- Not-for-Profit Governance
- Pasifika Governance
- Public Sector Governance
- Rainbow Directors' Network
- Women Directors' Network
- Young Directors' Network

Peer Support

Our busy events calendar provides excellent opportunities for connections to be formed and peer-to-peer mentoring and support.

We are also incredibly fortunate that our branch has a well-established Peer Support Service. This enables members to discuss professional or personal issues with a senior director on a completely confidential basis. My sincere thanks go to IoD Chartered Fellows Vincent Pooch and Jane Cartwright for continuing to provide this support throughout 2025. We appreciate each of your commitments to supporting and guiding local directors with the inevitable personal and professional challenges they face.

Our Performance

The Canterbury Committee considers our branch's performance using both activity and quality metrics, in the context of previous comparable periods, in addition to current results from across the IoD branch network.

In a year marked by ongoing economic uncertainty, the Canterbury Branch deliberately prioritised relevance, accessibility, and frequency of engagement to ensure members continued to experience tangible value. This approach translated into strong and resilient performance.

- Membership grew by 2.4% to 1,573, outperforming national growth and demonstrating stability in a challenging environment.
- Retention remained high at 84%, the second highest across the national network.
- The branch delivered 66 events during the year, attracting 1,895 attendees - the second-highest attendance of any branch - with engagement reaching 37% of members, significantly ahead of the national average.

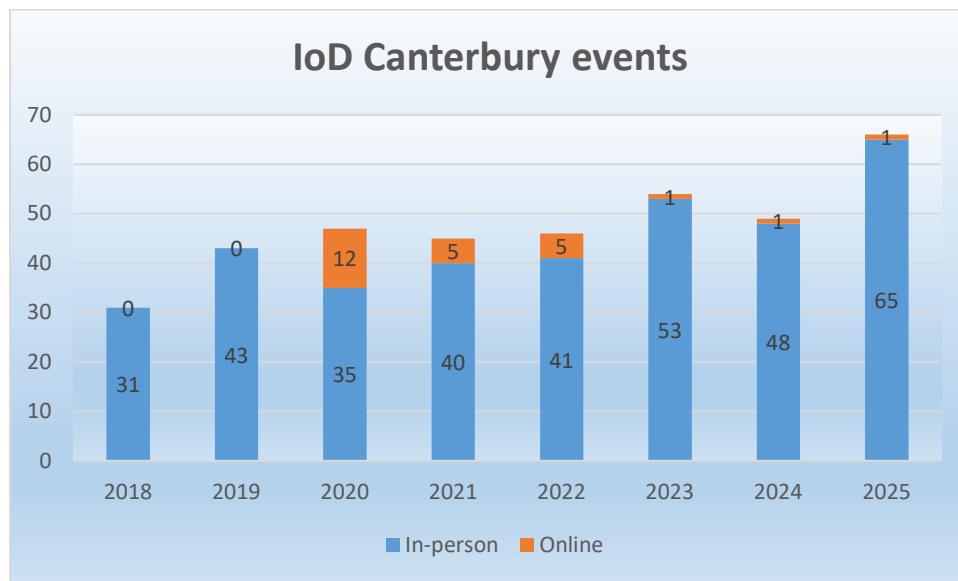
Together, these results reflect not only sustained activity, but thoughtful, intentional delivery that strengthened participation and the quality of governance conversations across our region.

Our membership profile remains stable and well aligned with the branch's purpose.

- The average age of members is 53 years, consistent with the national profile, with the majority of members in the 40–60 age range.
- Female representation continued to increase during the year, rising from 32% to 33.5%, reflecting steady progress toward greater diversity.
- Member tenure remains strong at an average of 7.6 years, ahead of the national average, indicating sustained engagement and long-term commitment to the Institute.



Number of Canterbury Branch members



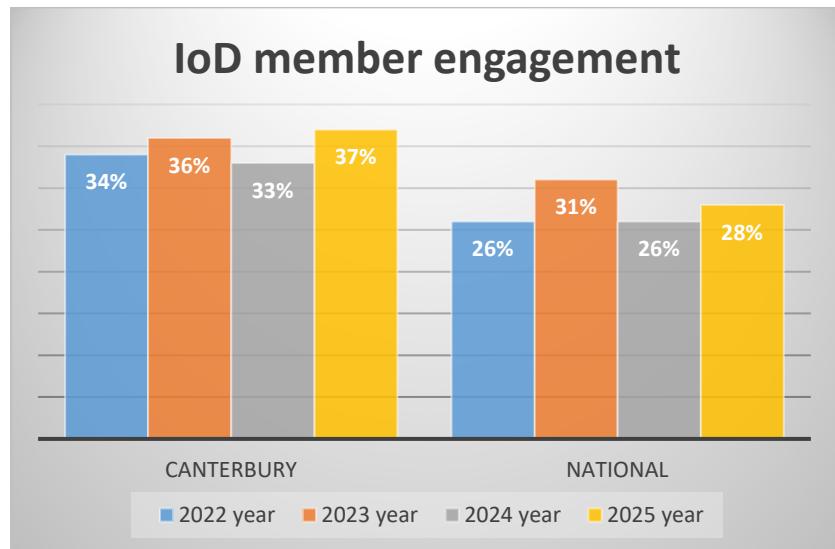
Canterbury Branch events

Canterbury Branch hosted 66 events in 2025, compared to 49 in the previous year. This was a strategic decision and achieved through the addition of more casual peer-to-peer events such as the coffee catchups and the Branch Chair Breakfast Club and our Observing Governance-In-Action workshops.

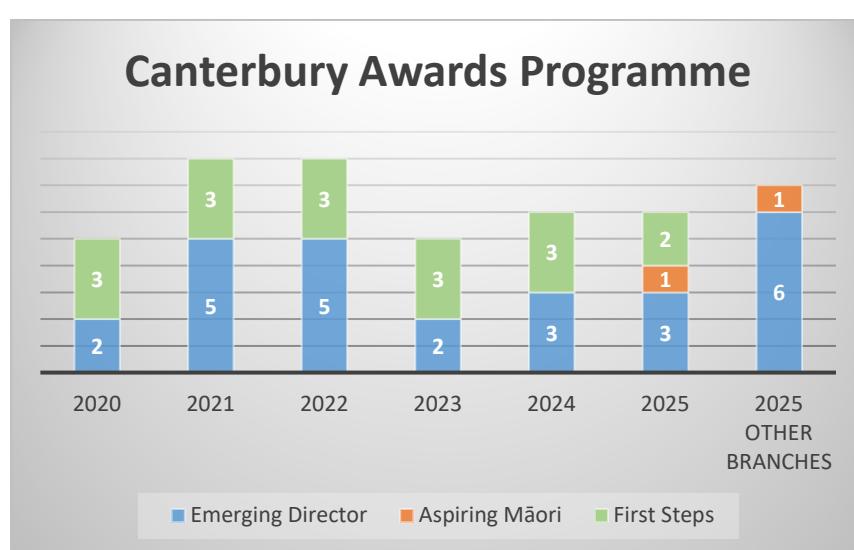
Larger showcase events regularly attracted 70 - 90 members, demonstrating strong appetite for governance insights that connect strategy, leadership, and real-world experience:

- Governance in sport and beyond with Dame Therese Walshe
- Women in governance – insights from the boardroom with IoD President Trish Oakley
- Lunch with NZ Ruby Chair David Kirk
- The High Performing Chair panel discussion with Bruce Irvine, Jane Huria and Mark Todd.

Pleasingly, with the addition of more events, our member attendance and engagement increased to 37%. Not only showing strong regional growth but continuing to remain well ahead of the national 28%.



This year the Canterbury Branch offered a similar number of awards compared to the prior period and continued to offer substantially more awards than other individual branches. We introduced a new Aspiring Māori Director Award taking the total to six.



Awards

We were grateful for Lloyd Mander's leadership of our Awards subcommittee in 2025. Our awards programme continues to offer not just more awards but greater support for awardees in the Emerging

Directors and First Steps in Governance awards than other branches. My sincere thanks to the full Awards subcommittee for their commitment and diligence. The workload is significant and the number of applications continues to increase each year.

We were very proud of the high calibre of applications for both of the three sought after Awards. Congratulations to our worthy 2025 Emerging Director Award, First Steps in Governance Award and our new Aspiring Māori Director Award winners.

Also, a special thank you to our host boards and mentors for investing in the future of good governance by supporting these intern opportunities for the directors of the future.

Emerging Director Award

- George Lilley – EA Networks – mentor Graham Kennedy
- Amanda Ng – Canterbury Scientific – mentor Grant Adams
- Craig Dunstan – Ōtautahi Community Housing Trust – mentor Brian Wood

First Steps in Governance Award

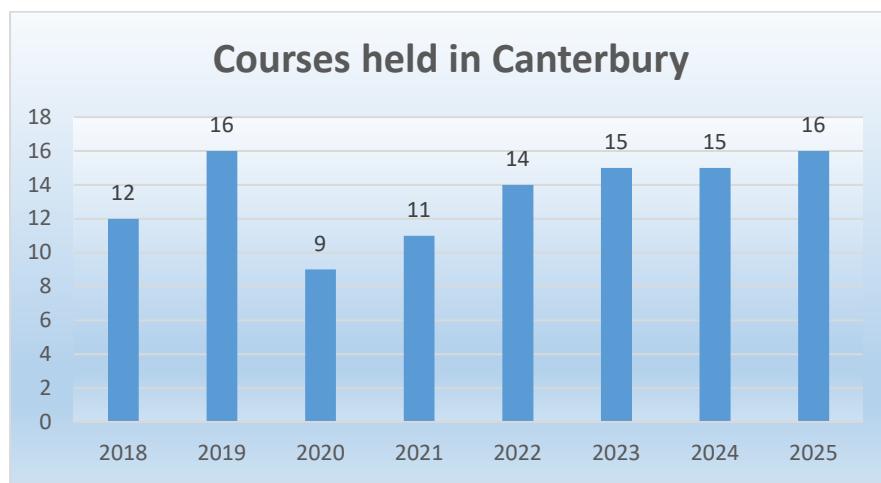
- Madison Walker – Bone Marrow Cancer Trust – mentor Carol Bellette
- Kintilla du Boucher-Ryan – Brackenridge Services – mentor Paul Bingham

Aspiring Māori Director Award (new)

- Te Teira Pitama – Presbyterian Support (Upper South Island) – mentor Jane Huria

Courses

Director development is a critical part of our support of good governance. We were pleased that we have been able to maintain a high number of locally accessible courses for members in 2025 including the outstanding residential Company Directors' Course. Course offerings also evolved in response to emerging governance challenges, including the introduction of AI Governance Essentials and kaupapa Māori pathways.



Finally, an objective for those who are serious about practising governance is to become a Chartered member. The Chartered designation offers stakeholders an assurance that directors have met professional standards of knowledge and skill that supports them to carry out their duties as a director.

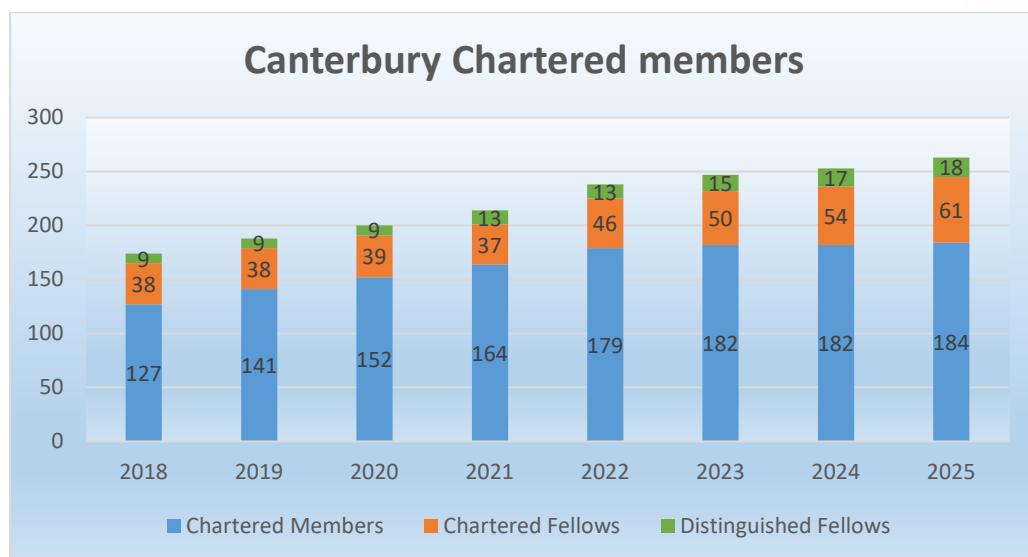
Their knowledge, background, character and experience make them role models for other members, their organisations and the community as a whole.

Congratulations to those members who were promoted during the year. One of the most fulfilling jobs as branch chair is to present Chartered certificates to those individuals who have made the investment in terms of time, and money, to demonstrate their commitment to leading excellence in the profession. At one event this year, it was my great pleasure to celebrate members that had achieved Chartered Member, Chartered Fellow and Distinguished Fellow status.

It was a special privilege to acknowledge our newest Distinguished Fellow, Peter Cox.

Membership promotions

Member	Status
Adrian Loo	Chartered Member
Anna Bolland	Chartered Member
Bruce White	Chartered Member
Craig Dunstan	Chartered Member
Dave Scott	Chartered Member
Dita Ciulacu	Chartered Member
James Jorgensen	Chartered Member
Jeremy Hanna	Chartered Member
Kara Scally-Irvine	Chartered Member
Karla Smith	Chartered Member
Kathryn Taylor	Chartered Member
Megan Nicholl	Chartered Member
Melanie Hikuroa	Chartered Member
Tjaart Grové	Chartered Member
Wayne Shaw	Chartered Member
Bevan Killick	Chartered Fellow
Craig Rust	Chartered Fellow
Gabrielle Thompson	Chartered Fellow
Jacky Percy	Chartered Fellow
Jessie Chan	Chartered Fellow
Kathy Meads	Chartered Fellow
Murray Harrington	Chartered Fellow
Peter Jensen	Chartered Fellow
Richard Hegan	Chartered Fellow



Number of Canterbury Branch Chartered Members, Chartered Fellows and Distinguished Fellows

Looking ahead

The Branch Committee's priorities for the year ahead include:

- Delivering truly world-class 'showcase' style events that will tackle big topics: Governing for Growth, Geopolitical climate, AI agents of change, Chair-CEO dynamic, Rise of committees & Advisory Boards. These themes will guide our 2026 programme, ensuring events remain relevant, practical, and future-focused.
- Continuing to refine the value and effectiveness of our awards programme and Observing Governance-In-Action initiative
- Creating networking opportunities attractive and accessible to all.

Ti te matakahi, pangāia

Ki te tōtara pakaru ai

The wedge may be small
But it will split the greatest tōtara

On behalf of the committee of the Canterbury Branch of the Institute of Directors, I thank all those who have supported us during 2025. We recognise that our success as a committee is entirely based on working effectively together to achieve the greatest impact. These efforts strengthened not just participation, but the quality of governance conversations across our region.

Hannah Doney

Canterbury Branch Chair

9 February 2026