

AWDT

Agri-Women's Development Trust
Supported growth

Annual Report 2014



Our purpose

| | |
|-----------------------------|---|
| Our vision & values | 3 |
| Executive Director's report | 4 |
| Chair's report | 6 |
| Our impact | 8 |

Our programmes

| | |
|-------------------------------------|----|
| Escalator | 9 |
| Understanding Your Farming Business | 9 |
| First Steps | 10 |
| Farmer Council | 10 |
| Pathways | 11 |
| Industry collaborations | 11 |

Our people

| | |
|--|----|
| | 12 |
|--|----|

Our partners

| | |
|--|----|
| | 14 |
|--|----|

Agriculture's greatest asset is its human capital - 50 percent of this is women who can contribute. Agri-Women's Development Trust is increasing women's participation in agriculture by providing targeted development and support to help them meet the demands of farming businesses, organisations and communities.

AWDT's on-going research and programme evaluations have shown that women who have found their purpose and are supported to reach their potential create positive change for New Zealand agriculture.

Our purpose

To provide a trusting and enabling environment for all Agri-Women to realise their potential, and grow the agricultural sector.

Our vision

Every New Zealand woman in agriculture has the right opportunities and support to realise her potential.

Our values

Everything we do is designed to deliver on our three promises:

1. Stand shoulder to shoulder with women and industry

- ❖ Our unique culture supports women's needs, potential and aspirations in a trusted environment in an ongoing and structured way
- ❖ As a critical partner to New Zealand agriculture we work with industry to solve challenges and create connections with women that haven't been available before
- ❖ Programmes, events, inspiration, support throughout the whole of a woman's life



2. Keep it real

- ❖ Fit-for-purpose programmes meet the needs of women in agriculture
- ❖ Development opportunities for women through their life and career; from grass roots farming to the highest levels of governance
- ❖ Provide accessibility to programme for all women at all levels

3. Create positive change

- ❖ Women's lives change when they find their purpose and fulfil their potential
- ❖ When this happens and they are supported, they change agriculture outcomes for agriculture

Executive Director – Lindy Nelson

Every day I see the impact that AWDT programmes, our culture of supported growth and our values are making in the New Zealand agricultural sector. Women are gaining valuable business, leadership and governance skills and the outcomes within businesses, industry, communities and families are being widely felt.

AWDT programmes are not just about skills, they go right to the heart of what women want; to have the confidence and know-how where they can unquietly contribute, find meaning and purpose and use their skills and new knowledge to grow agriculture.

AWDT is engaging with 50 percent of the sector who operate right across the agricultural value chain; women who farm, are active in their communities and industry, work in associated agri-business and corporates and who govern on boards.

The past year saw the creation and successful piloting two new offerings, Pathways, a six-month leadership programme for dairy women with coaching support, and Understanding Your Farming Business (UYFB), a three-month programme to increase profitability of sheep and beef farming businesses. AWDT now provides a programme for women at any age or stage of her agri career.

In 2013 we exceeded our three-year target, 100 women per year completing AWDT programmes, by 60 percent. This year our growth has been phenomenal with more than 500 women and some men accessing our offerings.

These numbers tell a story of successful collaboration with our strategic partners and other agricultural organisations. Working with Beef + Lamb NZ, we extended the UYFB pilot begun last year to a national rollout involving 90 women in six regions. The aim was to further test the programme's impact on farm profitability and refine its content. UYFB's success was not only felt at farm level, with women now driving budgets, cash flows and business plans, but at a deeper level by changing the way women viewed themselves and their roles. We termed this being a 'critical farming partner'. Women went from talking about themselves as 'I'm just a bookkeeper' to seeing

and describing themselves differently, gaining confidence to have new and strategic conversations with their partners, bankers, accountants and advisors. Some came to recognise, for the first time, their vital role within the business.

Women's newfound confidence and engagement didn't end there. AWDT has supported and incubated new regional farming networks for women across New Zealand formed by graduates from our programmes. This is enabling our strategic partners and their extension officers' direct engagement with audiences they haven't been able to reach before. These outcomes will deliver powerful long-term value for agriculture well into the future.

"AWDT has created the opportunity for us to engage with these farming women and that has got our entire Team excited. They all want to get in on this because it's so exciting." Richard Wakelin, Beef + Lamb NZ

"This year our growth has been phenomenal with more than 500 women and some men accessing our offerings."

Working collaboratively with other women's organisations has been key to our aim of reaching all agri women. This year we provided pro bono development for Rural Women New Zealand and their Growing Dynamic Leaders programme, providing our expertise in leadership programme design and facilitation to give leaders in RWNZ regions the ability to take new skills back into their communities.

We provided pro bono development for the Dairy Women's Network at its annual conference, providing inspiration and confidence to 180 women in two workshops designed to help them find purpose by understanding their strengths and skills and confidence to step up in their communities.

Landcorp Farming engaged us to deliver development for 60 of their corporate farming partners at their biannual leader's conference.

Growth can't occur without the development of a strong team. During the year, the number of AWDT graduates who are trained in and delivering our programmes increased from two to five, almost a third of our programme facilitators. We now have a qualified team of First Steps facilitators and coaches and are training women to deliver Pathways and

the communication/culture component of UYFB. These women who have walked the same pathway those they are teaching create powerful, creditable dynamics and impact.

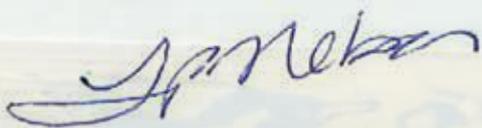
Relationships with our strategic partners and sponsors are key to our success which is ultimately about the success of agricultural women. These relationships start and bloom with our commitment to understanding partner needs, working with them to deliver to their stakeholders and keeping our brand promises of standing shoulder to shoulder, keeping it real and creating positive change.

Our five-year strategic plan developed this year will see us further increase participant numbers and offerings so we can realise our vision and purpose "To provide a trusted and enabling environment for all agri women to realise their potential and grow the agricultural sector". However, this will not be at the expense of our culture of working with women, understanding their needs and placing them firmly at the centre of everything we do and why we do it.

We thank our small team of contractors, and the many programme facilitators for their professionalism and commitment to providing exceptional quality. We also acknowledge the many men in our industry who support women and champion our work.

In conclusion, the year has seen greater numbers of women engaging across the board as a result of our programmes and on-going support. Some who were not previously engaged in the industry are now making a big impact. Others took on new leadership roles in agri corporates, women in farming partnerships shifted their businesses to new levels. Many are leading complex projects with multiple stakeholders.

We look forward to the future with confidence to continuing to contribute to real change and improvement in agriculture.

A handwritten signature in blue ink, appearing to read 'Janet'.

Chair – Charmaine O’Shea

It is with great pride and humility that I present this, my first annual report as AWDT Chair. Having held this role since March 2014 I am proud to chair an organisation that is creating positive change at all levels in the agri sector.

Women’s lives change when they find their purpose and fulfil their potential. When this happens and they are supported, they change outcomes in agriculture. As we completed our fourth year we achieved exponential growth in the number of women that AWDT has connected with and who are making a strong impact in our industry.

The 2014 year saw the delivery of our programmes to more than 500 women throughout New Zealand – an impressive result for an organisation just four years old. However, it does not stop there. Recognising the strong demand and thirst for growth from women from grass roots to corporate levels, the Board has adopted a five-year Strategic Plan that resets the goal posts for 2020. There are still many women in our sector who have not yet had the opportunity to connect with AWDT, and we want to ensure that opportunity is made available to them.

Following a successful start and achievement of tangible results we now have a compelling case to build a sustainable and scalable model for the Trust’s future. Front of mind in this Strategic Plan is making New Zealand agriculture stronger and more secure through women who know their purpose and reach their potential. The results to date have proven that AWDT has a key point of difference and this is making a difference. To deliver to all agri women, it does mean continued growth of programme delivery is required.

A positive financial result was achieved for the year but this must be treated with caution when considering the Trust’s future sustainability and ability to meet the demand for development from women in our industry.

Key elements of a sustainable model are financial sustainability and sufficient human resources. Providing supported growth to more women

through more programmes requires increased investment in personnel which will increase annual expenses in the future. The modest financial surplus achieved this year will be used to employ additional personnel in 2015. It will be depleted by December 2015 and we face challenges in ensuring that growth can be sustained beyond then. The Board is indebted to AWDT founder and Executive Director, Lindy Nelson, for her significant in-kind contribution since 2010 and recognises that further investment in personnel is essential for long-term success of the Trust’s work.

We could not have achieved our results without the support of our family of strategic and programme partners. As a critical partner to the agriculture industry we have continued to work with our partners and others to solve challenges and create new connections between them and women in

agriculture. We were delighted to welcome FMG as a new strategic partner this year who joined ANZ, Beef + Lamb NZ, DairyNZ and Agmardt.

Valuable support is provided by our First Steps programme partners Cashmanager RURAL and LIC who help enable this sought-after programme to be delivered in regions throughout New Zealand. We

are also supported by sponsors Deloitte, NZX Agri and Landcorp. We thank all of these organisations for their strong commitment to making meaningful development accessible to all agri women. We look forward to continuing to delivering on our sponsorship deliverables.

This year we succeeded in having our newly piloted programme Understanding Your Farming Business accepted as a Red Meat Profit Partnership project to be delivered in 2015. This is a highly successful and sought after programme that even in its pilot stages has increased profitability in the red meat sector by giving women in farming partnerships new skills and confidence. It is set to continue to grow from strength to strength.

We extend our sincere thanks to Lindy, our Executive Director, for her energy, enthusiasm and passion in yet again another mammoth year. Lindy is an inspiration to all agri women and men and has

“Women’s lives change when they find their purpose and fulfil their potential. When this happens and they are supported, they change outcomes in agriculture.”

changed the way women in our industry view themselves and how they are viewed by industry.

I acknowledge and thank my fellow Trustees, Garrick Murfitt, Hinerangi Edwards, Jack Tarrant and Ross Verry, for their support of the Trust and of me in my role as Chair. We are a small but powerful team who give a huge amount of time and expertise voluntarily.

One of the Trustee team has expressed an intention to stand down at this AGM, and it is with regret, but understanding, that we accept Garrick's resignation. He was a foundation Trustee and has given significant time and expertise to the Trust over the past four years. We thank him for his contribution to making AWDT what it is today.

We look forward to the year ahead and the celebration in September 2015 of AWDT's first five years. May we see its contribution to and influence in the agri sector continue to grow.

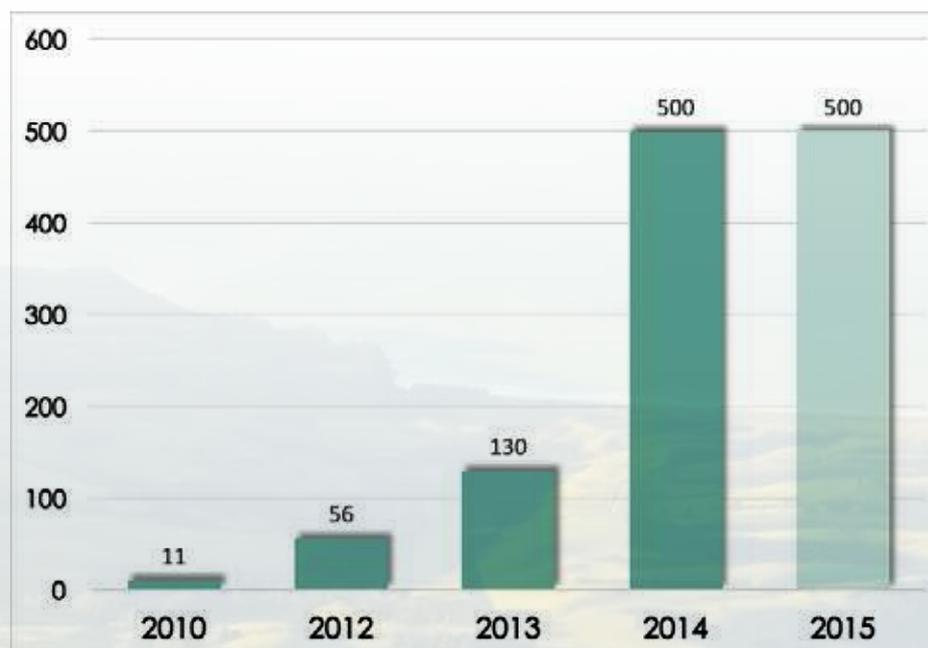



When we develop women's talent and potential and support this, it contributes to and drives agricultural performance. AWDT programmes and support are resulting in women discovering where and how they can contribute - right across the agriculture sector.

AWDT graduates are increasing farming profitability, taking on significant leadership roles with major regional economic impacts, within industry, in growing Māori agribusiness, leading within agri corporates and sitting at the decision making table in governance.



AWDT graduates – the numbers



Escalator

- Aim:** To develop skills and confidence of women to become effective leaders and governors in NZ agriculture
- Format:** 5 intensive modules, distance learning, coaching, mentoring and cohort development over 10 months
- Held:** Nationally, limited to 14 women; entry by application

Based on AWDT's own research and international best practice, Escalator's value lies in its multi-layered approach to development. It not only provides women with first-rate hard skills but it addresses the real barriers women can face when engaging in decision-making. The coaching, mentoring and support participants receive from AWDT and each other, during and after the programme, put Escalator in a class of its own.

"Looking back over the past year I am amazed at how my life has changed. My journey began by doing the First Steps programme, which was my springboard to Escalator and made me realise I was ready to embark on a new challenge. Escalator was so empowering – the new skills learnt, and honing the life skills I already had have given me a stronger foundation and the courage to step out of my comfort zone and further engage in my community and the rural sector. These lessons are also adding value to my family's farming business."

Adrienne Wilcock, Waikato



First Steps

- Aim:** Agri women to understand and realise their skills and potential
- Format:** Intensive two-day workshop with coaching and 3-month post programme support
- Held:** Regionally, limited to 14 women

First Steps is an empowering programme specifically designed for rural women to understand and realise their potential. Developed as a result of AWDT's in-depth research into the role of women in agriculture and the value of their skills and strengths gained in their roles in farming, in their careers, as mothers and in supporting communities.

"First Steps gave me clarity around my skills and areas of interest. I've realised that I can get great satisfaction out of a smaller number of things and that leadership is where I am most effective. First Steps made me realise that advocacy, representation, policy and interpretation fitted what I enjoyed doing, which led me to become the Southern Southland

Shareholders Councillor for Fonterra, a role I initially thought was beyond me. I became confident that I had the ability and it was a position that fitted in with my family. Having a strong network of other women who have done First Steps and who have shared that experience is fantastic in that the group understands where you're coming from and provides support if you get waylaid."

Emma Hammond, Winton



Understanding Your Farming Business

Aim: To improve on-farm performance and profitability of sheep and beef farmers

Format: Series of one-day workshops over 3 months;

Held: Regionally throughout New Zealand

Successfully piloted this year with 90 women in partnership with Beef + Lamb NZ, Understanding Your Farming Business equips farming women with the business knowledge, skills and confidence to better engage as critical farming partners.

100% of participants now measure and monitor farm business performance, 95% now understand how banks assess risk, 80% made budgeting changes. Business changes when implemented have the potential to add up \$20,000 profit to the bottom line.

In 2015 funding from Red Meat Sector Primary Partnership will enable UYFB to be extended to 160 sheep and beef farming women throughout New Zealand. Over the next five years AWDT aims for at least 10 percent of NZ sheep and beef farming women to complete UYFB, assisting the Government's goal of doubling agricultural sector exports by 2025.



"I've just gone through my notes again from the UYFB course I started earlier this year and in hindsight I have achieved so much since as a direct result. We are onto planning, budgeting, getting advice and doing the accounts myself since learning all about it. It has been an amazing kick-start to my confidence to become a worthwhile farming partner to my husband. It's extraordinary in hindsight what a direct impact the course has had on me, our farming practise and relationship."

Leah Burns-Cheetham, Masterton

Beef + Lamb NZ Farmer Development Programme

Aim: To build regional capability and expose emerging farmer leaders to new opportunities, either through Beef + Lamb NZ Farmer Councils, or industry representation.

Format: Structured professional development involving three modules and distance learning

Held: Nationally; entry by nomination by Regional Farmer Councils

This Beef + Lamb NZ Farmer Development programme originated from an identified need for a more structured professional development offering for farmers involved in Farmer Council and B+LNZ Project Farm programmes. It covers three principal areas; governance, leadership and improving communication and enhancing decision making.

The programme is open to sheep and beef farmers who show a desire and commitment to improve their leadership/governance skills, are prepared to step up, engage and contribute at a higher level for the benefit of their community and industry, and have demonstrated a commitment to B+LNZ Farmer Council or B+LNZ Project Farm and Extension modules, or preparedness to become involved.



Pathways

While there are other rural leadership programmes on offer, Agri-Women's Development Trust (AWDT) and Dairy Women's Network (DWN) have together developed one specifically for women in the dairy industry.

Designed and developed by AWDT, this pilot programme is targeted specifically at women in the dairy industry who want to step into bigger roles in their communities.

It will leave them with a sound knowledge of their strengths and an action plan as to how they will lead and influence change in their businesses and communities. It is an intermediate level leadership programme run in partnership with the Dairy Women's Network.

Funded by the Ministry for Primary Industries and DairyNZ, two pilot programmes will be completed by the end of 2015. DWN has engaged AgResearch to evaluate the programme.



DWN Chief Executive, Zelda de Villiers

Industry collaborations

Working collaboratively with other women's organisations has been key to AWDT's aim of reaching all agri women.

Landcorp

Landcorp Farming engaged AWDT to deliver development for 60 of their corporate farming partners at their biannual leader's conference.

"Lindy Nelson delivered a terrific workshop for Landcorp partners that has helped crystallise their role as leaders on our farms." Steven Carden, CEO Landcorp Farming

Dairy Women's Network

AWDT provided pro bono development for the Dairy Women's Network at its annual conference, providing inspiration and confidence to 180 women in two workshops designed to help them find purpose by understanding their strengths and skills and confidence to step up in their communities.

Rural Women NZ

AWDT provided its expertise in leadership programme design and facilitation in RWNZ's Growing Dynamic Leaders Programme, (pro bono) giving leaders in RWNZ regions the ability to take new skills back into their communities. This led to the one-day 'Reveal!' programme, developed and delivered by AWDT in collaboration with RWNZ's Northland branch. It inspired and energized 150 Northland women from a wide variety of age groups.

"Receiving such affirming feedback such as how inspiring and empowering the day was from so many participants has been the icing on the cake. Being so oversubscribed shows that there is a need for more of this type of training for our rural women." – Debbie Evans, RWNZ Northland



Patron

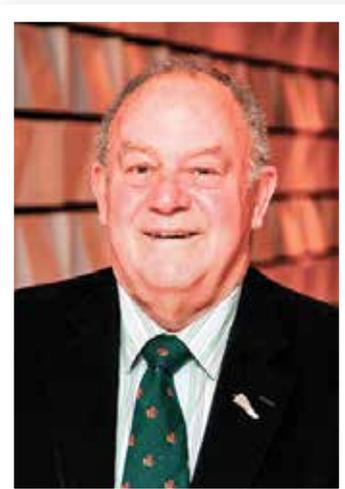
Mavis Mullins

– As a rurally-raised and based professional director sitting on a variety of public, private and not-for-profit organisations, Mavis is acutely aware of the challenges, pitfalls and attitudes faced by women in this environment. She understands the potential, talent, pragmatism and different mind-set of women in agriculture. When these can be merged it creates a powerful reservoir of knowledge and skills.



graduate, Charmaine was so inspired by AWDT's work that she joined the Board as a Trustee in 2013 and became Chair in 2014.

Garrick Murfitt – Former Horizons Regional Council Chair, Garrick is a Member of the NZ Order of Merit for services to local body affairs, agriculture and the community. Previous directorships include Chairman of Wairarapa Federated Farmers Meat and Wool and President of Tararua Federated Farmers. Garrick is a Life Member of Federated Farmers, a Nuffield Scholar and a founding committee member of REAP.



Trustees

Charmaine O'Shea – A Northland Chartered Accountant specialising in farm accounting, and an equity partner in a dairy farm, Charmaine has a



Hinerangi Edwards – A graduate of AWDT's inaugural Escalator programme, Hinerangi is passionate about creating environments where women thrive and add value as strategic leaders and governors. Hinerangi chairs Taranaki's PKW Trust, is a Board Member of Parininihi Ki Waitotara Inc, Trustee of the Funding Information Service, an advisory board member of Appoint Better Boards, and Trustee of family farm. She and her husband, Kiwa Hammond own kaupapa Māori strategy and communications company, AATEA Solutions.



passion for improving profitability in the dairy sector through strong financial, environmental and people performance.

She was the 2014 Dairy Woman of the Year and the 2013 Northland Supreme Ballance Farm Environment Award winner and is a NZ Institute of Chartered Accountants Fellow. An Escalator

Lindy Nelson – Creating links between organisations and using resources and networks for sector benefit is paramount to Lindy’s work.



As AWDT Founder, Trustee and Executive Director, Lindy has a strong belief in the ability and skills of women, and a passion to grow their potential. She has followed a pathway which spans farm ownership, community leadership, governance of an

overseas equity investment and Director of a crown entity. She was the 2013 NEXT Magazine Business Woman of the Year and in 2012 was named by Primary Magazine as one of the top 10 women in agriculture.

Jack Tarrant – Jack’s great passion is rural New Zealand and its people and this expands to assisting



others to both recognise and achieve their potential. He has held a number of positions within the agricultural sector related to sales, marketing, and human resources. Jack has completed the Kellogg Rural Leadership programme. Growing up, living and working

within the agricultural sector he recognises and understands rural women’s potential.

Ross Verry – General Manager, Agri and Business Strategy at ANZ, Ross has responsibility for the development and implementation of the national agri business strategy. He leads the strategy,

marketing, execution and products teams and has responsibility for Specialised Lending and Transaction Banking across Commercial & Agri. Over the past 11 years, Ross has held senior roles as General Manager Corporate Banking and General Manager Specialist Businesses, which focussed on solutions and services for privately-owned and family businesses.



Staff

Growth can’t occur without the development of a strong team. In 2014 the Executive Director position moved from a contracting arrangement to a full-time employee, the AWDT’s first. Held by Lindy Nelson, this position is supplemented with four part-time contractors and 16 programme facilitators.

Of these, 5 AWDT graduates are now trained in and delivering First Steps, and parts of UYFB and Escalator. These women who have walked the same pathway those they are teaching create powerful, credible dynamics and impact.



First Steps facilitators Sara Heard and Heather Atkinson are both AWDT graduates.

“It is a thrill and a privilege to now be working with AWDT as a First Steps programme facilitator, fostering other women on their learning journeys and building their confidence.” – Heather Atkinson

Strategic partners



THE AGRICULTURAL AND MARKETING
RESEARCH AND DEVELOPMENT TRUST

Programme partners



Proud sponsors







www.awdt.org.nz