



### Aims:

- How, why and to what extent women feel New Zealand has closed the gender gap, in senior leadership roles
- Discuss with women their experiences of working in New Zealand

'the New Zealand approach promotes equal opportunities imperatives and an implicit moral encouragement of employers and directors of public and private organizations to advance women to the highest organizational levels' Casey, Skibnes and Pringle (2011)



### Results:

- The culture in New Zealand is pro-gender equality and has a 'fair' society, this is one of the reasons why women succeed
- The public sector has made more progress than the private sector
- New Zealand's small population size has impacted on the breaking of the glass ceiling, as employers do not have great numbers of applicants and so gender is not a factor in recruitment
- The majority of women agreed that New Zealand was a 'good' place for women in the workplace
- Women unanimously felt that the culture of New Zealand was more important than policies for breaking the glass ceiling



## How has NEW ZEALAND



# Shattered the Glass Ceiling? A Case Study in Auckland

Olivia Tindle



### Methods:

- One-on-one interviews were conducted in Auckland with 16 women who have experience of senior leadership roles
- These were semi-structured and were conducted in a location of their comfort
- They were recorded on a Dictaphone to ensure all data was documented



### Conclusions:

- The Glass Ceiling may not be the correct concept for New Zealand. Is Labyrinth more appropriate?
- Auckland has achieved success compared to other OECD countries in getting women into senior positions
- However there is still work to do, especially with unconscious bias, in the private sector, and with Maori and Pacifica Women

### References:

Casey, C., Skibnes, R., Pringle, J. K., 2011. Gender equality and corporate governance: Policy strategies in Norway and New Zealand, *Gender, Work and Organisation*, Vol 18(6), pp 613-630

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