

# INFRASTRUCTURE WOMEN IN FOCUS



WIN NZ has been established to increase the visibility of women in the infrastructure sector. Every month we profile a different woman working in a different part of the industry. If you would like to be profiled, please answer the questions below and send your picture through to [Natasha](#).

**We'd like to introduce Leeanne as our next Woman of Focus. In addition to her role at Citycare, Leeanne also sits on the WIN Advisory Board. Citycare was the first foundation sponsor for WIN, and have just confirmed their ongoing commitment for another year. Thank you Citycare for your generous support of WIN!**



LEEANNE CARSON-HUGHES

EXECUTIVE GENERAL MANAGER  
PEOPLE, CULTURE & SAFETY

Citycare Group 

### 1. What company or organisation do you work for and what is your role there?

I'm Citycare Group's Executive General Manager of People, Culture and Safety, which means I lead the company's HR, Health, Safety and Wellness, and Systems and Sustainability functions.

### 2. Tell us about your career background and how you got to this position/role?

My early background was in banking, where my roles included running an international foreign exchange team and money market trading.

After pivoting into HR, I found my commercial background afforded me a huge advantage in understanding the delicate balance between people and performance, and capitalising on that unique orientation.

I actually had no formal training in HR, and in fact my very first HR role was General Manager Human Resources for Crop and Food Research. Taking up the position a couple of months after Crop and Food lost seven of their people in one of New Zealand's worst air disasters in 2003, I felt privileged to be chosen to help the organisation get through the trauma of that difficult time.

We did get through it, and my commercial background enabled me to support Crop and Food to successfully reposition from a mostly government-funded entity to more commercially-focused industry leader.

### 3. Tell us about a project are you currently working on and why it interests you?

Over the last 18 months Citycare has been on a transformational journey that has seen the company re-energise and refocus its operations through a sector-led delivery model.

While this operationally-focused structure provides the platform to position Citycare for future growth across our key market sectors of Citycare Water, Citycare Property and Citycare Civil, the human element in realising this success is where I come in.

My teams are accountable for underwriting the performance of the HR, Safety and Quality aspects of Citycare's three operational businesses by ensuring our delivery teams have all the resources and support they need and that all our compliance requirements are met.

#### **4. What's the hardest job you've ever done and why?**

No question! My role at General Manager HR at Christchurch International Airport (CIAL) when the February 2011 earthquake hit the city.

Not only did we have massive infrastructure issues of our own to manage, but we were also a hub for throngs of displaced people. We had to move thousands of stranded visitors and residents out of Christchurch, while at the same time facilitating an influx of national and international medevac and Search and Rescue teams.

I was really proud of our small-ish team, who worked day and night to keep things going for others while simultaneously dealing with earthquake fallout in their own lives.

It was the most demanding event I've ever lived through, but also the most inspiring. I'll always remember what a bunch of people can achieve together in adversity. Now if we can only do that in day to day operations huh!

#### **5. Can you think of one example where your "diversity" has materially affected the outcome of a work situation or project, either positively or negatively?**

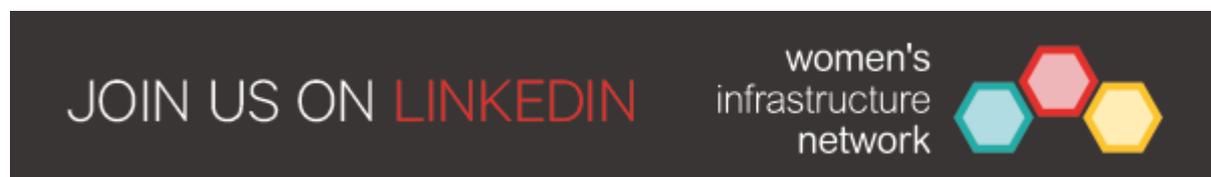
I fundamentally believe that an organisation will perform at its best when it embraces diversity of skill, insight and experience as well as age, gender, ethnicity etc.

At Citycare we're committed to creating better communities and we actively offer a variety of youth attraction and community engagement programmes and in many towns our diverse workforce reflects the communities we work in and we are really proud of this.

For me, diversity and inclusion are all about recognising what qualities each individual brings to the team, and how to realise that value in business outcomes. I'm absolutely passionate about this, and I'm fortunate to have a position where I can influence a major New Zealand infrastructure company to lift its diversity profile.

**To learn more about opportunities for a career with Citycare [please click here](#).**

**Or, you can connect with Leanne [on LinkedIn here](#).**



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