



# NAWO ANNUAL REPORT 2017-18



NAWO

NATIONAL ASSOCIATION OF  
WOMEN IN OPERATIONS



INSPIRATION AT WORK



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**OVER ONE-QUARTER (29.1%) OF AGENCY**

**REPORTING ORGANISATIONS HAVE NO KEY**

**MANAGEMENT PERSONNEL WHO ARE WOMEN.**

WGEA, 'GENDER WORKPLACE STATISTICS  
AT A GLANCE', FEBRUARY 2018





**WOMEN HOLD 13.7% OF CHAIR POSITIONS, 24.9% OF  
DIRECTORSHIPS, AS WELL AS REPRESENT 16.5% OF  
CEOS AND 29.7% OF KEY MANAGEMENT PERSONNEL IN  
AGENCY REPORTING ORGANISATIONS.**

**WGEA, 'GENDER WORKPLACE STATISTICS  
AT A GLANCE', FEBRUARY 2018**



## About Us

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NAWO is the peak body championing women in operations.

NAWO is an incorporated not-for-profit association led by an unpaid Board of dedicated senior professionals who are driven by NAWO's vision.

### OUR VISION

A world where women and men can be equally represented and valued at every level.

### OUR MISSION

To inspire and support women to reach their full potential and achieve their chosen career goals.

To inspire and support organisations to create inclusive workplaces, to attract and retain the best talent and reach their chosen objectives.

### OUR PRIORITIES

1. Developing the pipeline of female talent in operational environments (increase number of promotions, decreased dropouts, increased number of female recruits).
2. Equipping women with the tools, resources and networks they need to successfully drive and navigate their own careers.
3. Working actively with organisations to achieve step-change progress in their attraction, development and retention of women.







## Our Members

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### PREMIUM GOLD



### GOLD





## SILVER



## BRONZE











C H A P T E R O N E

# REPORTS





Megan McCracken  
NAWO National Chair  
Owner & Principal,  
Pleiades Global



## Chair's Report

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Our vision to be a world where women and men can be equally represented and valued at every level remains a key driver for NAWO. In the world of operational businesses this includes improving female employment in operational industries from 21%, where it has stayed static for the last 10 years, and to continue to focus on the gender pay differential which has improved over the last 10 years in operational industries but still requires significant work.

We continue to focus our work on five Learning Priorities: Commercial Acumen, Negotiation and Influencing, Authentic Leadership, Career Management and Personal Courage & Confidence. Feedback from our events is consistently positive with these learning areas. The pay gap, representation at senior levels and workplace flexibility also remain popular issues. In 2019 we will continue to focus on these topics plus we are adding a new Key Learning Priority: Building & Leading Diverse Teams. This recognizes the challenges as well as the benefits of leading diversity in our member organizations and I hope that our members will embrace it enthusiastically.

***"Our vision to be a world where women and men can be equally represented and valued at every level remains a key driver for NAWO."***

During 2017/18 our events, paid Professional Development Programs, Mentoring Circles and Knowledge Share Forums were consistently well attended and continued to receive extremely positive feedback. I wish to thank the Office for Women and BHP for support provided to enable NAWO to build a stronger regional presence. This support enabled us to deliver programs via livestream across the country and the development of NAWO committees in the Riverina and the Goulburn Valley. We will shortly see a NAWO committee in the Pilbara. I'd also like to call out long term member BP's support to deliver significant Professional Development Events in VIC, NSW, QLD and WA and via Livestream.

We also welcome the 8 new Corporate Members that joined in 2017/18 as well as 59 new Individual Members as our reach continues to grow to support women in operational businesses and roles achieve their career goals.

One of the hallmarks of NAWO is its encouragement of men to play an active part in achieving our vision. We encourage men as well as women to attend our events and programs, and to contribute as mentors, committee members and on our board. We are proud to have a gender diverse board with a 60/40 female/male split.

**[Image 1 below]**  
National Industry Solutions Livestream event.



**[Image 2 below]** NSW Bunnings Quick Bite event included a DIY activity!



Board succession was an important feature of 2017/18 with our founder and founding Chair, Angela Tatlis, stepping down after three terms. We are pleased that Angela has accepted our invitation to join our Ambassador program where she continues to add considerable value to NAWO. Two further long standing board members, Neil Fleming and Chris Lokum, stepped down on June 30 after three terms. In addition, long standing supporters Catherine Fitzsimons and Ros McCarthy finished their terms. In preparation for these retirements we were pleased to welcome Marcus Hooke, Anna Dartnell, Loretta Croker and Melissa Donald to the board in late 2017 and early 2018.

I'd also like to welcome the following new State Committee Chairs:

Tiffany Chown, Western Australia  
Elena Casciano, South Australia  
Kate O'Callaghan, Riverina

NAWO operates with a very small number of paid staff in Melbourne and a large volunteer base of over 200 supporters that includes our Committee, Board and Ambassador groups. In addition, we couldn't operate as effectively as we do without the support of the wonderful organisations who host our events at their workplaces. I'd like to thank all our staff and volunteers for a wonderful year and look forward to working with you all in 2018-2019.

Kind regards,

Megan McCracken  
National Chair





Australia Post event, Ravinder and Peggy





Image description goes here



## National Director's Report

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The most rewarding part of working for NAWO is hearing from or about individual members who credit their active involvement in NAWO as a key contributor to their personal and career growth. It is also extremely rewarding to see our member organisations taking tangible steps forward in closing the gender gap in operations. Those making most progress are demonstrating commitment at the leadership level and are actively supporting managers and team leaders at the 'frontline' as they navigate the change required. NAWO is proving to be a very useful support resource when actively utilised and championed internally.

NAWO member companies who are actively involved are demonstrating their commitment to:

- Step change in their organisations' metrics in the attraction, retention and promotion of women.
- Actively supporting the women in their talent pipeline by enabling their involvement in NAWO activities and Professional Development Programs.
- Sharing knowledge across industries to strengthen the pipeline of female talent in operations overall.

***NAWO is proving to be a very useful support resource when actively utilised and championed internally.***

We are experiencing a significant shift in the tone of conversation about gender, both in the Australian business environment and in society more broadly. In the broader business context, *Chief Executive Women and Male Champions of Change* have raised the profile of the issues at play, and have advocated for tangible action from the very top. WGEA's data has increased the attention and focus on critical KPIs behind effective gender diversity management, particularly female representation in key positions, pay parity, and the existence of minimum and best practice policy. Targets set by the ASX, the AICD and Government for the representation of women in leadership in Australia are now having some impact.

This business led change is vital, however there are fundamental societal paradigms that must be shifted if we are to truly achieve gender equality, and we are seeing a shift. The Time's Up #metoo movement in the US has ignited a flame beneath the very real and toxic cultural issue of workplace sexual harassment around the globe. The committed focus on the prevention of domestic violence is starting to have some impact and whilst we have a long way to go this is a tremendous start. There is also a much clearer message being delivered around the need for a more balanced approach to parenting responsibilities between men



[Above] Australia Post event,  
Louise Weine and Ros McCarthy

and women, and we are seeing an increase in male participation as primary carer of children under the age of 5.

This is an environment conducive to change, and ultimately it will be the actions of individuals at all levels that will result in the greatest shift. NAWO's events, programs and activities are inspiring people to take practical steps to make a difference, for themselves and others. Throughout the NAWO network we are seeing a positive shift in energy and action from individuals, male and female. As NAWO has become better known, we have seen an increase in the number of organisations approaching us for information. People we connect with are more proactively advocating for membership of NAWO within their own organisations, and NAWO initiatives are contributing to a positive shift in attitudes and behaviours of people who become actively involved in NAWO activities.

*This is environment conducive to change, and ultimately it will be the actions of individuals at all levels that will result in the greatest shift and NAWO's events, programs and activities are inspiring people to take practical steps to make a difference, for themselves and others.*

Several aspects of NAWO's membership offering are unique:

- NAWO's curriculum based approach is proving its value and in 2018/19 an additional Learning Priority 'Building and Leading Diverse Teams' is being introduced.
- The active involvement and inclusion of men at every level is vital and a very positive aspect to the NAWO membership experience. Looking forward we aim to provide even more valuable insights and practical 'to do's' to assist people to be more comfortable working in a diverse workplace.
- NAWO's multi-industry membership base, and the potential insights and connections offered by this network, offers immense value. NAWO's Knowledge Share Workshops and Industry Solutions events are designed to connect people and share ideas and knowledge. Our members and volunteers have deep understanding of operational workplaces and the associated challenges, as well as a keen focus on positive and pragmatic solutions, and this is leveraged through all our events.



With respect to outcomes, NAWO volunteers are critical. NAWO cannot deliver value to members without their dedicated support to implement successful activities in all the states in which we operate. They are an outstanding indicator of the positive energy for change. 200+ people volunteered for NAWO in 2017/18 and volunteer turnover is low, as measured by the number of people leaving State Committee, Board and Ambassador roles, which is 16 (many of whom had served NAWO for several years or more). As a percentage, this equates to 8%.

Membership has been maintained at 56 Corporate Members and our overall reach continues to grow with over 8500 people now subscribed to NAWO or following NAWO's social media networks. In January 2018, we instigated a change to our membership fee structure. New and existing members have adapted to the structure very well, with several showing great interest in the Premium Gold membership which provides the option to pre-pay for tailored packages of professional development.

KPIs from our events, Professional Development Programs and Mentoring Circles are, on average, achieving and exceeding targeted feedback scores. We have been successful in expanding our regional offering and look forward to further developing our capacity in the Riverina, Goulburn Valley and Pilbara regions.

This year we successfully piloted small member-only events designed to share cross industry solutions to common challenges to make a significant difference – NAWO Knowledge Share Forums – and we are poised to expand on these early in the new financial year.

Project i, NAWO's undergraduate intern program that was introduced last year in partnership with Path4Graduates, is proving to be a positive driver for attracting female graduates to operational roles.

Other initiatives that have provided value to our membership include the NAWO Gender Diversity Self Assessment Tool, resources and tools provided for International Women's Day, our case studies, blogs, Linked In group discussion shares, and quarterly e-news.

As a volunteer, member, or employee, your contribution to this network is so greatly appreciated. We look forward to continuing to inspire and support you as you march forward on your diversity journey!

Louise Weine  
National Director



# OUR YEAR IN NUMBERS





## 56 CORPORATE MEMBERS

**PREMIUM GOLD** Officeworks

**GOLD** Australia Post; Bega; Bevchain Logistics; BHP Billiton; BP Australia; Bunnings; Caltex; Coca-Cola Amatil; Cochlear Ltd; Costa's Pty Ltd; Linfox; News Corp Australia; Nissan Motor Co; O-I; Orica; Orora; Parmalat Australia; Programmed; Rio Tinto; VISY

**SILVER** ABB Australia; Arc Infrastructure; ARTC; Asahi Beverages; Asaleo Care; Bis Industries; BlueScope; Bulla Dairy; CBH Group; Cheetham Salt; CHEP Australia; Chobani Pty Ltd; CSL Behring; CUB; Diageo; DuluxGroup; Essential Energy; Fremantle Ports (in kind); George Weston Foods; Goodyear & Dunlop Tyres; Incitec Pivot Limited; ITW; Kimberly-Clark; Lion Dairy & Drinks; MaxiTRANS; McCain Foods; Mondelez International; PACT Group; PepsiCo; Pernod Ricard Winemakers; PPG; Ridley Corporation; SPC Ardmona; SunRice

### BRONZE

Goulburn Murray Water



## 59 NEW INDIVIDUAL MEMBERS



## 8 NEW CORPORATE MEMBERS



## POTENTIAL REACH

# 300,000+



571 VIEWERS

## 3 NATIONAL LIVESTREAM EVENTS

571 viewers and average feedback score of 4.32 out of 5

# 2311



## EVENT ATTENDEES ↑27%



# 45

## EVENTS ↑36%

**NSW** 11 events ↑38%, 593 attendees ↑43% **QLD** 7 events ↑17%, 260 attendees ↑3% **SA** 5 events ↑25%, 276 attendees ↑15%, **VIC** 11 events ↑38%, 659 attendees ↑13%, **WA** 11 events ↑57%, 523 attendees ↑58%



## 19 PROFESSIONAL DEVELOPMENT PROGRAMS ↑27%



## 187 PROFESSIONAL DEVELOPMENT PROGRAM PARTICIPANTS ↑4.5%



## AVERAGE PROGRAM FEEDBACK SCORE 4.5/5

## AVERAGE EVENT FEEDBACK SCORE 4.36/5

# 44

## MENTORING CIRCLES PARTICIPANTS



## 10 PROJECT i INTERNSHIPS

## > 200 VOLUNTEERS



11 Executive Mentors  
118 Guest Speakers ↑(66%)  
10 Ambassadors | 13 Board  
57 State Committee Members



## Highlights

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- Hosting a series of interactive national Livestream events, enabling NAWO to reach regional and remote audiences. This initiative was made possible through a Federal Government Grant under the 'Women's Leadership Development Scheme' which is focused on improving gender equality and providing support for women's economic empowerment, safety and leadership.
- BP's sponsorship of a major professional development event that was delivered in VIC, QLD, NSW and WA.
- Successful launch and rollout of NAWO's Regional Delivery Program, with NAWO hosting events and establishing a presence in NSW's Riverina and VIC's Goulburn Valley. NAWO also hosted a 'Pilbara Roadshow' in WA, which was generously sponsored by BHP, and featured events in Newman and Port Hedland. We look forward to establishing a Pilbara Committee in the coming year.
- Review of NAWO's Corporate Membership structure and introduction of a more equitable structure:
  - Premium Gold Membership** – national membership plus tailored prepaid professional development package or special event sponsorship.
  - Gold Membership** – for organisations with a national footprint accessing NAWO events and programs in more than one state.
  - Silver Membership** – for organisations with operations predominantly in one state and only accessing NAWO events and programs in one state.
  - Bronze Membership** – for regional organisations that only access NAWO events and programs in regional locations.
- Production of a video which has been shared with all new and existing Corporate Members, featuring highly engaged Corporate Members sharing insights into how they have made the most of their NAWO Corporate Membership to achieve their diversity targets.
- Continued significant growth in NAWO's membership network to 8500 people now subscribed to NAWO or following NAWO's social media networks, and potential reach of over 300,000.
- Continued growth in the number of events and attendance levels in every state, and maintenance of exceptional event feedback results.
- Steady growth in the uptake of Project i paid intern program for undergraduates in partnership with PATH4 Graduates.
- Excellent participation levels, feedback and outcomes from our Mentoring Circles and suite of Professional Development Programs tailored specifically for operational women.





[Above] Australia Post event




[Above] Project i intern, Carly, at Dulux



[Above] NSW Quick Bite, Bunnings team







C H A P T E R T H R E E

# OUR PEOPLE, OUR VOLUNTEERS



## Our People, Our Volunteers

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NAWO's greatest asset is the incredible network of volunteers who share NAWO's vision and generously offer their time to help make that vision a reality. These women and men support NAWO's work at every level – leading as Board members and Ambassadors, working on our State Committees to organise an outstanding annual calendar of events, nurturing female talent as Executive Mentors, and inspiring as guest speakers.

These people are the change agents that go above and beyond expectations and take the lead when it comes to creating a more just world.

### OUR BOARD

NAWO is led by an unpaid, gender-diverse board of dedicated senior professionals who are driven by NAWO's vision for a world where women and men can be equally represented and valued at every level.



**Megan McCracken**

NAWO National Chair  
Owner & Principal,  
Pleiades.Global



**Simon Bromell**

Board Member  
Group General Manager –  
Beverage  
Orora Limited



**Loretta Croker**

Board Member  
General Manager –  
Australia & New Zealand  
Commercial Operations  
CSL Behring  
From 23/11/17





**Anna Dartnell**

Board Member  
Operations Executive &  
Non-Executive Director  
From 22/2/18



**Melissa Donald**

Board Member  
Director,  
Ideas with Impact  
From 22/2/18



**Catherine Fitzsimons**

Board Member  
Director & Head of  
Operations  
Ward Air  
Until 31/10/17



**Neil Fleming**

Treasurer  
Regional Manager  
Pact Group



**Kylie Fraser**

Board Member  
President FMCG,  
Linfox



**Marcus Hooke**

Board Member  
Executive General Manager  
of Production,  
Logistics and Property  
News Corp Australia  
From 23/11/17



**Chris Lokum**

Board Member  
Vice President HR,  
Fuels Asia Pacific & Air BP, BP



**Ros McCarthy**

Board Member  
General Manager  
International Operations,  
Australia Post  
Until 31/1/18



**Carolyn Schrotten**

Board Member  
Head of Procurement,  
Diageo  
Until 31/5/18



**Tim Wall**

Board Member  
General Manager,  
Caltex Lyttton Refinery

*"I'm committed to building diverse and inclusive workplaces where everyone can realise and discover their full potential. The reason I'm passionate about NAWO is I've seen the difference it has made for organisations and employees. From companies sharing their stories and learning from each other, to building a strong and talented pipeline of women in operations, and establishing broad industry connections."*

**- Melissa Donald**

**NAWO Board Member, Director, Ideas with Impact**



## OUR HONORARY MEMBERS

NAWO's Honorary Members are founding or former Board Members who have made a significant contribution to NAWO over a number of years and whose shared vision has brought people together across industries to drive positive change.



**Angela Tatlis**  
NAWO Founder  
Regional Director, Asia Pacific, O-I Glass



**Catherine Fitzsimons**  
Director & Head of Operations  
Ward Air



**Lis Mannes**  
Executive General Manager,  
Consumer and Industrial  
Packaging Australia



**Ros McCarthy**  
General Manager  
International Operations,  
Australia Post



**Rebecca Roberts**  
VP Human Resources,  
ABB Australia



## OUR AMBASSADORS

NAWO Ambassadors are high profile leaders with extensive business networks and a demonstrated commitment to advocating for gender diversity who play a pivotal role in championing NAWO and helping us make new connections to grow our membership.



**Phillip Austin**

President  
CHEP Asia Pacific



**Annette Carey**

Non Executive Director,  
Linfox



**Kathryn Fagg**

Board Member – Reserve  
Bank of Australia, Boral, Djer-  
riwarrh Investments, Incitec  
Pivot and Breast Cancer  
Network of Australia. Chair  
– Melbourne Recital Centre



**James Fazzino**

Chair,  
Manufacturing Australia



**Tim Hart**

Managing Director & Chief  
Executive Officer  
Ridley Corporation Ltd



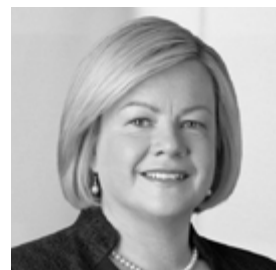
**Kathy Hirschfeld**

Non Executive Director: Tox  
Free Solutions Ltd, Snowy  
Hydro Limited, ASC Pty Ltd.  
Senator of the University of  
Queensland



**Kathy Karabatsas**

Managing Director  
Lion Dairy & Drinks  
From 20/6/18



**Rebecca McGrath**

Chairman of Investa Office  
Management Pty Ltd  
Non-executive Director  
Incitec Pivot Ltd, Goodman  
Group and OZ Minerals Ltd



**Angela Tatlis**

NAWO Founder  
Regional Director,  
Asia Pacific, O-I Glass

## OUR EXECUTIVE MENTORS

NAWO's Executive Mentors are leaders with proven track records in operational roles or industries. They are passionate about encouraging and supporting female talent and their invaluable contribution to nurturing future leaders is both highly visible and practical. Through Mentoring Circles, NAWO's flagship mentoring program, they partner with a group of 5-8 high potential, mid-career women and guide them through a series of 6 sessions that have the potential to have a profound impact on the mentees' future careers.

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### **Naz Asker**

Manager, Integrated Operations A&I  
BMC Coal, BHP Billiton

### **Simon Cowl**

HR VP APAC, O-I

### **Sondra Kremerskothen**

Group Manager Training, Linfox

### **Tania Matthews**

Group Manager Safety and  
Sustainability, Linfox

### **Megan McCracken**

General Manager – Safety, People &  
Corporate Affairs, Arc Infrastructure,  
Chair NAWO

### **Conor O'Malley**

Principal, Outlander Executive Services

### **Maribel Pegler**

Director and Consultant,  
Purple Run Consulting

### **Greg Savage**

General Manager Glass, Orora Limited

### **Darrin Spinks**

Managing Director,  
Precision Components Australia Pty  
Ltd

### **Sharron Sutton**

Manager - Technical Mine Services,  
Rio Tinto

### **Ngairé Walkinshaw**

General Manager  
Corporate Accounting,  
Australian Rail Track Corporation  
(ARTC)



Lesley Hart speaking at NAWO's Goulburn Valley event, which was livestreamed.



## OUR GUEST SPEAKERS

One of the key reasons NAWO's events are so successful is because our guest speakers are predominantly drawn from the exceptional pool of talent that exists within our member network. Their willingness to share the key learnings from the highs and the lows of their career journeys provides stories that are as authentic as they are inspiring, and ensures each event offers a new perspective.

### Seema Abdullah

Councillor,  
Greater Shepparton City Council

### Stan Alves

Master Communicator

### Anne Aly

Federal Member for Cowan,  
Australian Labor Party

### Louise Anderson

Shift Operations Manager Sydney West  
Letters Facility, Australia Post

### Joanne Anderson

Chair Goulburn-Murray Water

### Wayne Angus

Chief Supply Chain Officer, Asahi

### Aileen Armstrong

Director  
Achieving Synergy

### Phillip Austin

President, CHEP Asia Pacific

### Amanda Banfield

Area Vice President,  
ANZ & Japan, Mondelez

### Peter Bass

EGM eCommerce and Delivery National  
Operations, Australia Post

### Karren Bathurst

Research and Systems Manager, Bega

### Ravinder Bhal

Dandenong Logistics, Australia Post

### Sam Birrell

CEO, Committee for Greater Shepparton

### Matthew Broad

Manufacturing Area Manager, Bega

### Simon Bromell

Group General Manager Beverage,  
Orora Beverage

### Katrina Bromell

YB12 Coach

### Sally Byrne

Marketing Director - Alcohol & Coffee,  
Coca-Cola Amatil

### Greg Bywater

Supply Chain Director, Orora Beverage

### Christian Campanella

Human Resources Director,  
Pernod Ricard Winemakers

### Vicki Carter

Human Resources Strategy and Projects  
Manager, Pernod Ricard Winemakers

### Kelly Carter

VP Legal & Compliance, Gold Fields  
Australia

### Makarla Cole

Head of Post Office Partnerships &  
Channel Management, Integrated  
Customer Channels  
Australia Post VIC

### Michelle Cowan

Senior Coach - AFL Women's league,  
Fremantle Dockers



**Emma Crabtree**

Senior Manager  
Supply Chain Transformation,  
Mondelez International

**Courtney Cramey**

AFLW Crows Player, Adelaide Football Club

**Andrew Cummings**

Managing Director, Tip Top Bakeries

**Anna Dartnell**

Group Manager Customers & Innovation,  
Bis Industries

**Kristan De Sousa**

Director, Six Degrees Executive

**Mick Doyle**

Manager Melbourne Parcel Facility,  
Australia Post

**Kerry Duncan**

General Manager & Property and Store  
Development, Officeworks

**Jade Edmestone**

Australian Swimmer, Entrepreneur, Author  
and Motivational Speaker

**Stephen Fewster**

CFO, WesTrac

**Nicky Firth**

Vice President Human Resources,  
Rio Tinto Iron Ore

**Paul Foley**

HR Manager, De Bortoli Wines

**Jane Franks**

HR Director, Diageo

**Felicity Furey**

Vice President & Co Founder,  
Power of Engineering

**Ron Gibson**

Speaker, Coach, Go Networking

**Natalie Goldman**

CEO, FlexCareers

**Mark Goodsell**

Manufacturing Director,  
Australian Industry Group (Ai Group)

**David Grant**

Supply Chain Director, Coca-Cola Amatil

**Bec Grice**

Vitality Programs Manager, Siemens

**Dilwyn Griffiths**

Finance Director,  
Murdoch, St John of God Hospital

**Tim Hart**

Managing Director & Chief Executive  
Officer, Ridley Corporation Ltd

**Lesley Hart**

Lawyer, Dawes & Vary Riordan Pty Ltd

**Jake Hatton**

External Affairs Manager, AU SNK Corpo-  
rate and Government Affairs, Mondelez

**Antony Hill**

Operations Manager Southern, CHEP

**Colin Hindle**

State Manager eCommerce Delivery,  
Australia Post

**Robyn Hudson**

State Operations Manager, Bunnings

**Anna Jenkins**

Lecturer, University of Queensland

**Peggy Kalantzis**

Manager Speed Services Express Post  
Performance, Network Processing,  
Australia Post

**Mark Kindness**

National Business Manager, Officeworks  
Fiona Knowles, Industry Projects,  
Swinburne University of Technology

**Joseph La Posta**

General Manager, Talkforce

**Chris Lang**

Chief Legal Counsel, PepsiCo

**Rebecca Leahy**

Network Planning Mgr Vic Network,  
Australia Post

**Craig Libby**

Vice President Human Resources,  
Dyno AP and Incitec Pivot

**Jane Lonard**

Supply Planning and External  
Manufacturing Manager, Bega

**Nika Malek**

National NPC Manager  
Coca-Cola Amatil

**Louise Marshall**

Group General Manager Human Resources,  
Orora

**Christina Matthews**

Chief Executive Officer,  
WA Cricket Association

**Ros McCarthy**

Retired NAWO Board Member & General  
Manager – Operations, Australia Post

**Megan McCracken**

General Manager Safety,  
People & Corporate Affairs,  
Arc Infrastructure

**Melinda McDonald**

Chairperson WA Iron Ore Inclusion &  
Diversity Council, BHP

**Namidja McKenzie**

Senior Manager HR Integrated Supply  
Chain ANZ, Mondelez International

**Sarina McKeon**

Manager Field Services, Sales, CHEP

**Kylie McPherson**

CR Legal Director, Diageo

**Brooke Miller**

Vice President, Sales and Marketing,  
BP Australia

**Tijana Mirkovic**

Manager Finance Reporting Iron Ore, BHP

**Emma Norbiato**

Winemaker, Calabria Family Wines

**Kate O'Callaghan**

General Manager, Southern Cotton

**Irina Orekhova**

Senior Supply Chain Manager, Bluebird  
Foods Ltd (NZ Div of PepsiCo)

**Hayley Parslow**

P&C Business Partner, SunRice

**Maria Payne**

Safety Manager, Chief Customer Office,  
Australia Post

**Emily Perkins**

Feedlot Manager, JBS Australia

**Eva Pool**

Organisational Effectiveness, Lead, ANZ &amp; Japan, Mondelez International

**Julia Puntoriero**

Lawyer, Mediator, Julia Puntoriero Law

**Michelle Redfern**

Facilitator &amp; Program Manager, Lighthouse

**Anna Reid**

Regional Manufacturing Operations Manager – Southern, Asahi

**Nicole Reynolds**

National Business Partner, PATH4 Graduates

**Courtney Ribbons**

Supply Chain Manager - Australian Operations, Pernod Ricard Winemakers

**Zoe Richards**

Area Manager, Bunnings

**Robbert Rietbroek**

CEO ANZ, PepsiCo

**Troy Roderick**

Executive Ambassador, Catalyst Australia

**Tony Rogers**

Supply Director, Diageo

**Emma Ryan**

Operations Repair Inspector, CHEP

**Chris Salisbury**

Chief Executive - Iron Ore, Rio Tinto Iron Ore

**Ashley Samson**

Diversity and Inclusion Consultant, Australia Post

**Greg Savage**

General Manager, Orora Glass

**Leah Simmons**

Skills Point Industry Relationship Lead - Innovative Manufacturing, Robotics and Science, TAFE NSW

**Grace Singh**

Leading Sustainable Health, Safety and Environment, Mondelez International

**Zita Smith**

Customer Success Manager, LinkedIn

**Teresa Smith**

National Manager Service Performance, Australia Post

**Diane Smith-Gander**

Non-Executive Director

**Lauren Stafford**

Principal Intellectual Property, BHP

**Amanda Stevens**

Complex Manager (Ulladulla) Bunnings

**John Stirling**

Facility Manager, Adelaide Mail Centre, Letters &amp; Mail Network SA/NT, Australia Post

**Olivia Sutherland**

Senior Marketing Manager, PepsiCo

**Robert Taddeo**

Operations Director – Australia, Pernod Ricard Winemakers

**Kerry Tate**

Commercial Manager, Orora

**Craig Taylor**

HR Director ANZ and Japan, Mondelez

**Simon Taylor**

GM Manufacturing, SPC

**Lisa Thatcher**

Business Transition and Operation Manager, Australia Post

**Jane Thomson**

Associate Partner, McKinsey &amp; Co

**Antonietta Timms**

Port Melbourne Plant Manager, Bega

**Vanessa Torres**

Vice President Operational Infrastructure, BHP

**Rebecca Townshend**

Regional Project Engineering Delivery Manager, Incitec Pivot Limited

**Claire Turner**

Executive Coach and Workplace Effectiveness Facilitator, The Training Alliance

**Fiona Vines**

Principal Inclusion &amp; Diversity, BHP

**Rachael Wakeling**

Technical Manager – NSW, Coca-Cola Amatil

**Margaret Walford**

Area Manager, Bunnings

**Tina Wallis**

National Air Services Manager, Australia Post

**Emma Webb**

General Manager Speciality Packaging NZ, Orora

**Gabrielle Westlake**

Plant Manager, Campbell Arnott's

**Tom Wild**

Channel Manager Impulse Australia, Mondelez International

**Amanda Woollard**

Retail General Manager, BP Australia

**Rebecca Woolstencroft**

Chief Executive Officer MB+M Chartered Accountants, &amp; Chair GV Health





**I AM PASSIONATE ABOUT WORKING WITH NAWO,  
AS I STRONGLY BELIEVE WE NEED TO HOLD  
OURSELVES ACCOUNTABLE IN ENSURING WE HAVE  
A FAIR AND BALANCED SOCIETY THAT TREATS  
EVERYONE WITH RESPECT AND PROVIDES  
OPPORTUNITY FREE FROM BIAS.**

**MARCUS HOOKE  
NAWO BOARD MEMBER**



## Our State Committees

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NAWO State Committees are comprised of industry volunteers, typically with experience as mid-level managers, who work together to develop an inspiring calendar of NAWO events and speakers for each state.

Each event is designed to align to one or more of NAWO's Five Key Learning Priorities. Our State Committees source inspiring speakers, predominantly from within NAWO's member network, who are able to speak with authority on the topic. They also source host organisations and venues, and organise all aspects of delivering the event, with the support of NAWO's core administrative team. Their contribution to delivering value for NAWO members is simply exceptional.



Claire Gardiner speaking at a QLD Quick Bite event, hosted by Kimberly Clark





## NEW SOUTH WALES STATE COMMITTEE

**Diane Utatao**  
NSW State Committee  
Chair Principal,  
D&I Consulting Services

**Shannon Bell**  
HR Consultant  
(until 01/09/2017)

**Melita Bevan**  
Key Account Manager,  
CHEP Australia

**Kylie Bridger**  
Product Development Manager,  
Kimberly-Clark

**Julian Buttenshaw**  
Network Support Manager,  
Australia Post

**Jacqueline Diamond**  
Senior NPC Manager -  
Alcohol & Coffee,  
Coca-Cola Amatil

**Carlee McGowan**  
GM Supply Chain Planning,  
Telstra

**Tania Montesin**  
Regional Manufacturing Operations  
Manager Northern,  
Asahi Beverages

**Abby Phillips**  
Consultant

**Kamini Wijekulasuriya**  
WSSC Manufacturing Manager,  
Bluescope Steel

## NSW RIVERINA RE- GIONAL COMMITTEE

**Kate O'Callaghan**  
NSW Riverina Regional  
Committee Chair  
General Manager,  
Southern Cotton

**Amy Billsborough**  
Analyst – Regional and Agribusiness,  
Commonwealth Bank

**Marg Couch**  
Projects Manager, Regional Devel-  
opment Australia – Riverina

**Nicole Martin**  
Teacher Leadership and Manage-  
ment and Human Resources,  
TAFE NSW

**Sarah Minato**  
HR Coordinator,  
De Bortoli Wines

**Kirsty Parish**  
(until 01/06/2018)

**Emily Perkins**  
Feedlot Manager,  
JBS Australia

**Monique Rossi**  
HR Coordinator,  
De Bortoli Wines

**Maria Ryan**  
T&D Coordinator,  
SunRice

## QUEENSLAND STATE COMMITTEE

**Kartini Oei**  
QLD State Committee Chair  
Transformation Manager – ANZ  
BP Australia

**Hong Cao**  
Corporate Supply Chain Manager  
ABB Australia

**Toni Dugdale**  
Community Relations &  
Communications  
Caltex

**Julie Evans**  
Shift Production Manager  
Australia Post  
Until 1/3/18

**Jessica Taylor**  
Business Development Manager  
BlueScope

**Josephine Rahman**  
Product Technical Representative  
BlueScope Steel

**Davina Shearer**  
Diversity and Inclusion Adviser  
Incitec Pivot Ltd

**Janelle Wieden**  
Customer Service Manager  
Orora Fibre Packaging





## SOUTH AUSTRALIA COMMITTEE

### **Elena Casciano**

SA State Committee Chair  
Business Support Lead,  
HomeStart Finance

### **Katalin Charlton**

Network Logistics Manager SA/NT  
Australia Post

### **Belinda Grant**

Manager Human Resources,  
Orora Beverage – Glass & Closures

### **Candice Irrgang**

Events & Program  
Co-ordinator – AU Operations,  
Pernod Ricard

### **Sharon Kroon**

People and Performance Manager,  
Tip Top Bakeries  
(until 31/01/2018)

### **Linda Medder**

Transport & Purchasing  
Manager – SA  
Bluescope

### **Shelley O'Regan**

Continuous Improvement Leader  
Dulux Acratex

### **Linda Taylor**

Corporate Risk Manager  
Australian Rail Track Corporation

### **Bettina Venner**

Manager Industry Participation  
Government of SA

## VICTORIA STATE COMMITTEE

### **Jenny Gillam**

NAWO VIC Committee Chair  
Director, Jenny Gillam Consulting

### **Becc Brown**

Culture & Talent Specialist  
Orora Ltd

### **Carina Brewster**

HR Manager – Australia  
Asaleo Care

### **Amy Demediuk**

Senior Counsel  
CSL Ltd

### **Sandra Dal Maso**

Associate Director  
Research & Development  
Bega

### **Peggy Kalantzis**

Manager Speed Services,  
Parcel Operations  
Australia Post

### **Selena Main**

Manager HR Finance and Marketing  
Mondelez International

### **Virginia Stannus**

Business Manager, Harbour Healthcare  
(until 15/03/2018)

### **Hiti Taluja**

Chartering Operations Manager,  
Incitec Pivot Limited  
(until 26/01/2018)

### **Manisha Taneja**

Shipping Operations  
Incitec Pivot Ltd

### **Su Ann Teoh**

General Counsel Asia Pacific  
O-I Glass Australia

### **Rachel Wolfe**

GM People  
Business and private banking,  
NAB  
(until 20/12/2017)





## VICTORIA GOULBURN VALLEY REGIONAL COMMITTEE

### **Deanne Armstrong**

Membership and Marketing  
Manager  
Committee for Greater Shepparton

### **Jennifer Frisardi**

Coordinator Collaborative Tables for  
School Years  
Greater Shepparton Lighthouse  
Project

### **Donna Sherringham**

Executive Director Clinical Opera-  
tions  
GV Health

### **Bronwyn Woods**

HR Manager – Ingredients  
Bega

## WESTERN AUSTRALIA COMMITTEE

### **Tiffany Chown**

WA State Committee Chair  
HR Lead – West Mining Services  
Orica

### **Aileen Armstrong**

Managing Director,  
Achieving Synergy

### **Karleena Clarkson**

Customer Supply Manager – WA  
Bluescope

### **Rebecca Kirk**

Logistics Analyst – National  
Incitec Pivot

### **Melanie Speed**

Manager Corporate Affairs  
Arc Infrastructure

### **Gordana Medvesek**

Area General Manager  
Dyno Nobel Asia Pacific

### **Jasmine Smith**

Administration Assistant Accounting  
Orders, Growth & Innovation  
Rio Tinto







### DIANE UTATAO

FOUNDER AND DIRECTOR OF D&I CONSULTING SERVICES P/L  
NAWO NSW STATE COMMITTEE CHAIR

Diane has led diversity and inclusion strategy development and change initiatives across a workforce in excess of 36,000, to build employee engagement and culture change and has delivered HR management and consulting expertise for a global talent firm working across a wide range of blue chip industries, in the private and public sector, from fluro-vest to C-suite.

In her previous national role in Diversity & Inclusion with Australia Post, Diane was an early adopter and promoter of the relationship with NAWO to ensure the organisation maximised the benefits of their membership and reached out to women across all functional and geographic areas.

Since starting her own business, Diane continues to be actively involved in promoting NAWO and is passionate about encouraging women to realise their potential to take the next step in their careers and to utilise the tremendous opportunities to network with women and men through NAWO.

"NAWO is a highly successful network because it is largely driven by volunteers from the Board through to the local State Committees, these are individuals who believe they can make a positive difference to the lives of women working in non-traditional roles.

I have the privilege of leading a fantastic team of volunteers in Sydney who all share the workload on top of their incredibly busy work and family lives and I thank them very much for their passion and commitment to NAWO."

TOP MESSAGE FOR OPERATIONAL WOMEN: "find your purpose – what drives you, what gets you out of bed in the morning – then find your voice and believe in yourself. Take the opportunities that present themselves to you and surround yourself with people who genuinely want to see you succeed. Be prepared to stand up and stand out to get you where you want to go."







### ELENA CASCIANO

BUSINESS SUPPORT LEAD, HOMESTART FINANCE

NAWO SA STATE COMMITTEE CHAIR

I'm a technology and innovation specialist who has provided strategic leadership in my various roles in the transport and logistics and banking sectors. Over my career, I've merged technical skills in Information Technology with commercial acumen to provide a unique perspective to conducting business that enables innovative approaches to solving business problems. Building technological capability and creating innovation opportunities is my passion and I look forward to a future where IT departments are leading business activities, not reacting to business wants and needs.

I currently hold the roles of Chair of the NAWO SA Committee, Director of Rugby Union South Australia and Treasurer of the Loreto Old Scholars' Association. In each of these roles, I work passionately to promote the interests of women and girls in the business, sporting and school community in South Australia.

Being a volunteer for an organisation like NAWO never feels like work, it feels like I'm making a difference and I am very proud to be a part of what we do. NAWO gives women in operations industries opportunities to achieve their career goals, working together to make real change, and I wanted to give whatever I could to be part of making real change.

#### TOP MESSAGE FOR WOMEN IN OPERATIONAL ROLES:

Learn to feel comfortable being uncomfortable. When opportunities feel scary that's when you know you're on the right path, grab hold tight for the ride and be ready to fail fast or win big.

#### WHY SHOULD OPERATIONAL MEN ATTEND NAWO EVENTS?

NAWO can play an active role in helping men see the gender divide and help them to be part of the solution, after all, men are in the positions of power to enact change.





### TIFFANY CHOWN

SENIOR HR MANAGER – AUSTRALIA PACIFIC,  
ORICA

For over 10 years I've worked in the Minerals industry across Mining, Oil & Gas, Engineering and Construction. Most of my experience has been in the Australia Pacific Region supporting business opportunities in Australia, New Zealand, PNG and also Indonesia. One of my passions is the topic of diversity, particularly in the Minerals Industry. It is from this interest base that I found myself heavily involved with NAWO in WA.

I have a Masters Degree in Business (Human Resources) and a Bachelor of Arts from UWA. In my first year out of University (undergraduate) I spent a year working on a Gold Mine as an Underground Field Technician, a profoundly positive experience and one that has shaped me as a person and as a Practitioner. It was from there that I found myself continually drawn back to this Industry and everything that it has to offer.

I first heard about NAWO when I worked for ABB in Melbourne in 2013. Rebecca Roberts (former NAWO Board Member) introduced me to NAWO and I have been inspired by the association ever since. When I moved back to Perth in 2014, Anna Dartnell (NAWO Board Member) was setting up NAWO in WA with Megan McCracken (NAWO Chair) and I got involved with the WA Committee. I am deeply aligned to the NAWO vision and the opportunities NAWO provides to connect like minded men and women in operational roles. NAWO is an association that through its community creates genuine conversations and learning opportunities to change the 'narrative' when it comes to gender diversity in the industries we work in.

#### TOP MESSAGE FOR WOMEN IN OPERATIONAL ROLES:

Be your authentic self, be curious and ask questions. If you receive a comment that makes you realise you are not being treated fairly, or on parity to your peers, feel free to ask the question: why? It is not offensive to be politely curious and you never know what doors may open by just asking the question.

#### WHY SHOULD OPERATIONAL WOMEN AND MEN ATTEND NAWO EVENTS?

NAWO has recognised that in order to truly create change, tolerance and understanding, both men and women need to be involved in the conversation about gender diversity. Not because (as Sarah Wilson put it) "men are the arbiters of what women need", but because it needs to be a holistic approach to bring everyone along on creating this positive change. It is about creating infinite opportunities for everyone.





### JENNY GILLAM

NAWO VIC COMMITTEE CHAIR

DIRECTOR, JENNY GILLAM CONSULTING

I have my own Search and Recruitment consultancy and am passionate about helping my clients attract the best people. I do this in two distinct ways: I undertake individual recruitment/search assignments for clients and I consult into businesses on initiatives such as talent pipelining; building in-house recruitment capability; improving processes and systems and helping to build employer branding.

I have consulted to some of the top companies in Australia including BHP Billiton, Lion Nathan, Adidas, Hallmark Cards, Insentia, and worked 'in house' as Head of Talent Acquisition for Mondelez (formerly Kraft Foods), one of the most successful FMCG global companies in the world. In that role I was a member of the HR Lead Team for Australia/New Zealand and was a senior member of the Mondelez Asia Pacific Talent Acquisition Team working on both Regional and global projects. I am regarded as a highly effective communicator who can quickly build respect and credibility as a basis for influence and change.

I have been involved with NAWO for 5 years. Having worked in Recruitment and Search for many years I have met many highly capable women from Operational areas who lack the confidence required to be 'the best they can be'. They often don't have the opportunity to network with other people to gain exposure to new ideas and environments. NAWO provides these opportunities.

#### WHY SHOULD WOMEN AND MEN GET INVOLVED WITH NAWO?

NAWO provides some tremendous opportunities to further develop your skills and ideas. Our events are very accessible and welcoming, providing access to some of the most senior leaders in Australia. You meet like-minded people from a broad range of businesses to enable you to learn and at the same time share your ideas and experiences.

Women must take the lead in achieving greater equity at a leadership level. The various opportunities available through NAWO is enabling that to happen.

*(next page photo description)*

Jenny Gillam,  
NAWO VIC Committee Chair





**WOMEN MUST TAKE THE LEAD IN ACHIEVING**

**GREATER EQUITY AT A LEADERSHIP LEVEL.**

**THE VARIOUS OPPORTUNITIES AVAILABLE**

**THROUGH NAWO IS ENABLING THAT TO HAPPEN.**

**JENNY GILLAM**  
**NAWO VIC COMMITTEE CHAIR**

## OUR STAFF

NAWO's exceptional network of volunteers is supported by a small, equally dedicated team of paid staff, all of whom work flexible hours.



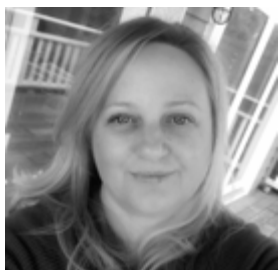
**Louise Weine**  
National Director



**Allison Dodd**  
Programs Consultant



**Fiona Evans**  
Communications Consultant



**Sharon Grosvenor**  
Administrator



**Ira Holbrook**  
Systems Co-ordinator



**Elizabeth Lindner**  
Communications Consultant



A woman with long brown hair in a ponytail, wearing a black short-sleeved shirt, is shown in profile from the side, looking at a large medical ultrasound machine. Her hands are on the control panel, which features a large screen at the top displaying a medical image, and a complex array of buttons and a joystick below. The machine is white and black. The background is slightly blurred, showing what appears to be a clinical or training environment.

**"AN EXCELLENT AND WELL RUN SEMINAR.**

**LEARNT A LOT AND MET A LOT OF  
OUTSTANDING WOMEN".**

**- EVENT ATTENDEE**









C H A P T E R F O U R

# SUPPORTING WOMEN & SUPPORTING ORGANISATIONS

## Supporting Women & Organisations

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NAWO's mission is to inspire and support women to reach their full potential and achieve their chosen career goals; and to inspire and support organisations to create inclusive workplaces, to attract and retain the best talent and reach their chosen objectives.

To achieve this mission, we offer events and Professional Development Programs, all geared around NAWO's 5 Key Learning Priorities, designed to equip women with the tools, resources and networks they need to successfully drive and navigate their own careers.

In addition to supporting their women, NAWO also works actively with member organisations to achieve step-change progress in their attraction, development and retention of women:

- Our Gender Diversity Assessment Tool highlights priority areas for change.
- We bring together senior leaders and organisational diversity leads at Industry Solutions and Knowledge Share events to discuss new ideas and pragmatic actions to improve diversity outcomes.
- We encourage men to participate as guest speakers and attend our events to encourage engagement with diversity issues.
- We encourage our member organisations to engage with NAWO at various different levels to maximise impact of membership – as Ambassadors, Board Members, Committee Members, Speakers and Mentors, and participating in events and programs – and raise the organisation's profile as an active driver of operational gender diversity.



## Regional Delivery Program

In 2017/18 we launched our Regional Delivery Program to address the needs of a significant number of member organisations that have regional sites, as well as potential members that were only based in regional locations.

The seed for this exciting initiative was sown with NAWO's launch in NSW's Riverina the previous financial year. With the generous support of several of our Corporate Members, combined with a Federal Government Grant under the 'Women's Leadership Development Scheme', we were excited to see the program flourish this year.

### HIGHLIGHTS

- Hosting a series of interactive national Livestream events, enabling NAWO to reach regional and remote audiences. This initiative was made possible through a Federal Government Grant under the 'Women's Leadership Development Scheme' which is focused on improving gender equality and providing support for women's economic empowerment, safety and leadership.
- BP's major sponsorship of a major professional development event that was delivered in VIC, QLD, NSW and WA.
- Successful launch of NAWO in the Goulburn Valley, generously supported by SPC and the City of Greater Shepparton, and establishing contacts for a NAWO Goulburn Valley Regional Committee.
- Establishment of NAWO's Riverina Regional Committee and hosting events in the Riverina, generously supported by SunRice.
- Hosting a 'Pilbara Roadshow' in WA, which was generously sponsored by BHP, featuring events in Newman and Port Hedland. We look forward to establishing a Pilbara Committee in the coming year.



[Above] Welcome to country from Aunty Ella





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## Five Key Learning Priorities

NAWO has identified five key areas that are critical for women's engagement and success in operations:

1. Authentic Leadership
2. Career Management
3. Commercial Acumen
4. Negotiation and Influencing
5. Personal Courage and Confidence

All of NAWO's events and Professional Development Programs are aligned to one or more of these Learning Priorities. Following is a brief overview of each of these priorities, adapted from a report prepared for NAWO by the Centre for Ethical Leadership. In the coming year, a new Learning Priority is being added to the list: Building & Leading Diverse Teams.

## **AUTHENTIC LEADERSHIP**

Authentic leaders stay true to their own beliefs, morals, values and principles, making them more relatable and approachable. They take ownership of decisions and admit responsibility for their mistakes. They also recognise the power that comes with their role, and their responsibility for the wellbeing of their employees.

## **CAREER MANAGEMENT**

Career management plays an important role in developing the trajectory of women's working lives. It has been shown to improve employee motivation and commitment, leading to better participation and job performance, and a greater sense of direction and purpose in their careers, while aiding in navigating unexpected challenges that may arise. It also helps to promote focus on pertinent skills that will best assist with future career prospects.

## **COMMERCIAL ACUMEN**

Commercial acumen is the ability of an employee to understand and handle issues from a business perspective. This involves making complex organisational decisions regarding competitors and the market to ensure the best outcome for an organisation. While recognised as a core skill for business leaders to be skilled at understanding, many employers find their graduates are lacking in commercial acumen. A leader with a great sense of business acumen can increase efficiency across entire teams, departments, and even organisations.

## **NEGOTIATION AND INFLUENCING**

Negotiation and influencing in the workplace can take the form of discussions over resources, deadlines, and strategies to achieve success within an organisation through to determining suitable work schedules, asking for salary increases, or making the case for a promotion. These skills can also be important for swiftly resolving conflicts and making important decisions. Negotiating appropriate workplace arrangements can result in better access to childcare, family leave, flexible work arrangements, part-time work options, and other organisational benefits, all vitally important to women's career longevity and success.

## **PERSONAL COURAGE AND CONFIDENCE**

Courageous acts in the workplace are important, as they allow for the correction of problems in the work environment, such as tackling mistakes, dealing with abuses of power, protecting co-workers in need, or resolving problems with no easy solutions. Improving workplaces through addressing these problems and encouraging moral fortitude can improve or eliminate a vast array of unwanted and negative behaviours. Personal courage and confidence are traits which should be encouraged across the workplace, but are most often found as a characteristic of authentic leaders.





## Events

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Events have always been the keystone of NAWO's member offering. The ability to bring people together to build networks, share knowledge and inspire new conversations and pragmatic ideas to build the female talent pipeline and achieve greater operational gender diversity is NAWO's greatest skill. The 2017-18 year heralded exciting new initiatives that allowed us to reach a much wider audience, traversing metropolitan, regional and remote locations.

We ran a total of 45 events attended by a total of 2311 people across our member states – NSW, QLD, SA, VIC and WA – which included regional events in NSW's Riverina, VIC's Goulburn Valley and WA's Pilbara regions. Nearly all of our events were run at capacity, and our event KPIs, on average, achieved feedback ratings above our target of 4.3/5.0 – another outstanding result!

Three of the events were livestreamed to a national audience, an exciting initiative made possible by a Federal Government Grant from the Office for Women that provided access for nearly 600 people.

## OUR HOSTS

APA Group	De Bortoli Wines	Orora
Australia Post	Diageo	Page Group
Bega	DuluxGroup	PepsiCo
BHP	EY	Pernod Ricard Winemakers
Bis Industries	Incitec Pivot Limited	Programmed
BlueScope	Kimberly-Clark	Rio Tinto
BP Australia	Linfox	SPC Ardmona
Bunnings	Mondelez International	TAFE NSW
CHEP Australia	Officeworks	
Coca-Cola Amatil	Orica	



[Above] Left to right: Ravinder Bhal, Allison Dodd, Louise Weine, Ros McCarthy, Jenny Gillam, Peggy Kalantzis, Mick Doyle



[Above] Riverina DeBortoli event, Paul Foley, Julia Puntoriero, Hayley Parslow



[Above] Goulburn valley livestream, Seema Abdullah



[Above] NSW Riverina, Josie Marks, Sarah Barber, Megan Mulrooney



[Above] Riverina, Jenna Thomas



[Above] National Industry Solutions Livestream event, Julia Baird and Louise Weine





[Above] Riverina, Amanda, Monique Rossi, Belinda Johns, Sarah Minato



[Above] Goulburn Valley livestream



[Above] Mick Doyle speaking at Australia Post event



## Event Highlights

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- Funding via a Federal Government Grant from the Office for Women, under their 'Women's Leadership Development Scheme', that kick started NAWO's Regional Delivery Strategy and enabled us to use livestreaming technology to share several of our events nationally and build our library of online resources. Livestreamed events:
  - o 'Growing female talent regionally' - NAWO's first event in the Goulburn Valley focused on the issues facing business and women in regional areas and was livestreamed nationally
  - o 'Access the 'X' factor of commercial acumen and make your career soar!' - this livestreamed presentation provided the platform for a Professional Development Event (PDE) that was hosted in VIC, and excerpts from the Livestream were subsequently used for replica PDEs in QLD, NSW and WA.
  - o 'More women in operations - what's in it for men?' - a NAWO Industry Solutions event featured a panel of operational leaders discussing the issues affecting men and women as we work towards a more gender balanced playing field and was livestreamed nationally to the NAWO network.
- Rolling out a major professional development event - 'Access the 'X' factor of commercial acumen and make your career soar!' - across VIC, QLD, NSW and WA, generously sponsored by BP and utilising the livestream technology.
- Hosting the NAWO Pilbara Roadshow, generously sponsored by BHP, with 4 events - Quick Bites, Career Workshops and a site tour - being run over a week in Port Hedland and Newman.
- Holding NAWO's first Knowledge Share Forum, hosted by Dulux in VIC. These member-only events are designed for select groups of diversity change agents to inspire the co-creation of pragmatic actions that will make a difference in the nominated topic area. Following this successful pilot, we have scheduled NAWO Knowledge Share Forums to run in every NAWO member state in the new financial year.

## Event Feedback

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Event feedback scores remained very positive, averaging 4.36 out of 5.

I gained actions and insights that I can use - **94%**

The balance was right between speakers and opportunities to network - **82%**

I have a much better understanding of the topic - **86.3%**

I am confident I can apply what I learnt today - **89.9%**

I met people I could learn from now and in the future - **79.9%**

There was the right mix of people from different businesses and functions/roles - **79.2%**

It was well worth my time to attend - **91.8%**

I would recommend this event to my friends & colleagues - **89.2%**



**[Above]** Kristan De Sousa, Craig Liddy, Dr Anna Jenkins, Kartini Oei





## Programs

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NAWO offers a number of paid programs designed specifically to meet the needs of operational women and businesses. These are programs that develop the skills that are critical for women's engagement and success in operational roles and are aimed at developing and sustaining the pipeline of female talent. As with our events, the success of these programs depends upon the support of our member network in a variety of ways.

Feedback ratings from participants on our Professional Development Programs (PDPs) continue to significantly exceed targets, indicating that our topics and providers are on the mark. Participants also make some terrific networking connections due to the cross-company participant profile.

We will continue to operate our successful 'endorsement model', promoting and endorsing providers who are demonstrating the value they can bring to our members.

## Project 'i'

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Project 'i' – a project-based, paid internship program for female university students, developed by NAWO in conjunction with PATH4 Graduates in the previous financial year, was well utilised during this year. Ten interns enjoyed successful placements in four NAWO member organisations: Dulux, Diageo, Asahi and Orora. PATH4 Graduates has been an exceptional partner, delivering outstanding service to members and supporting the students extremely professionally. The initiative allows interns to complete a real project, with clearly defined outcomes and objectives, in an operational function within a business. Projects are completed by the intern on a flexible basis in conjunction with their university studies. Ultimately, the aim is to attract talented women to operations at the very start of their career.



**PATH4 GRADUATES**  
GRADUATE PARTNER PROGRAM

## SHINING A LIGHT ON WASTE REDUCTION POSSIBILITIES AT ASAHI

Lyn's Project i internship with Asahi involved conducting a waste reduction analysis, which aligned well with her studies towards a Bachelor of Engineering (Chemical) Specialization in Sustainable Development.

"My project at Asahi Beverages is on waste management. Waste streams may include electricity, natural gas and water usage, and solid waste generation. After doing some analysis on the different waste streams, I decided to focus on solid waste removal. After further investigation and research, I decided to focus on implementing a waste segregation system throughout the site that can be implemented at other sites of the business. I am also working together with other colleagues on purchasing equipment that will allow us to dispose of waste more efficiently, which would bring other advantages such as minimizing the impact it has on the environment.

The first big achievement was probably the time when I was asked by my boss to prepare a report for him to take to the management meeting containing results of the analysis that I have done and some recommendations the business could implement to meet their new targets. The feedback received gave me the additional confidence to see through this project. Participating in Hazard and Analysis and Critical Control Point (HACCP) study was also another key achievement. It was not something that every intern would be able to experience and I was glad to be given the opportunity that got me to think deeper.

Working in the manufacturing industry for the first time was definitely an eye opener for me. Personally, learning about each step of the production line till a finished product is made was the most interesting to me. There is definitely a lot for me to learn and I am constantly learning something new, which keeps me interested and love what I am doing at Asahi." – Lyn, Project i intern

**"LYN HAS BEEN A GREAT ADDITION TO THE TEAM AND ADDED VALUE IN DIFFERENT WAYS. SHE DEVELOPED AN EXECUTIVE SUMMARY, AND A LOSS AND WASTE REPORT WHICH IDENTIFIES OPPORTUNITIES FOR CAPTURING ACTIONS BY THE BUSINESS. LYN HAS AIDED MY BUSINESS UNIT BY HAVING A FOCUSED EFFORT INTO RESEARCHING OUR WASTE STREAMS AND PROMOTING AN AWARENESS TO ASAHI EMPLOYEES AND MANAGEMENT. LYN IS VERY COMMITTED AND A PLEASURE TO HOST, HER PASSION FOR ENVIRONMENTAL ENGINEERING REALLY SHINES THROUGH.**

**ALEX SATAKOVSKI – MANAGER, ASAHI**



**[Above]** Lyn has been shining a light on waste reduction possibilities at Asahi



## Mentoring Circles

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NAWO's flagship mentoring program, Mentoring Circles, continued to be in high demand with a total of 44 people completing the program over 2017-18. Feedback was excellent, averaging 4.45 out of 5 overall. Partnering Executive Mentors with a proven track record in senior operational roles with groups of 5-8 high potential women to guide them through a series of 6 mentoring sessions delivers great outcomes for all involved.

The calibre of Executive Mentors volunteering their time to support the program continues to be high and we are constantly in the market to recruit more executives to volunteer for this unique and successful program.

The decision to invest in the 'Mentorloop' platform has streamlined the application and mentor matching process, and will enable NAWO to better cater for the increasing demand for places in the program moving forward.

### FEEDBACK FROM PARTICIPANTS:

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*"THE GROUP AND MENTOR WAS AN EXCELLENT MIX. I TRULY BELIEVE WE HAVE BECOME FRIENDS AND INTEND TO MEET UP AGAIN TO CONTINUE TO BE A SUPPORT FOR EACH OTHER. THE ENVIRONMENT OF THE GROUP WAS SAFE AND POSITIVE. I FOUND THE WHOLE EXPERIENCE INVALUABLE." - MC*

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*"THE NAWO MENTORING PROGRAM HAS GIVEN ME MORE CONFIDENCE IN THE WORKPLACE. I OFTEN REFER BACK TO TOOLS/ INSIGHTS/LITERATURE I HAVE OBTAINED THROUGH THIS EXPERIENCE. MY MENTORS WERE FANTASTIC. COULD NOT HAVE ASKED FOR BETTER MENTORS!" - SLP*

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*"IT WAS CERTAINLY TRANSFORMATIONAL, WITH SIGNIFICANT PROGRESS GAINED IN A VERY SHORT TIMEFRAME." - KD*

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*"THE TOPICS THAT FRAMED OUR DISCUSSIONS WERE PERFECT - AND I WAS SO GRATEFUL FOR THE MANY 'AH-HA' MOMENTS ELICITED ALONG THE WAY." - KD*

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## Professional Development Programs

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NAWO's members-only Professional Development Programs (PDPs) are intensive one day workshops aligned to NAWO's 5 Key Learning Priorities and have been carefully selected to suit the needs of operational women and businesses. Through our partnerships with the providers of these programs we are able to offer special discounted access for our members. Member organisations can either sponsor individuals to attend PDPs or opt to run the workshops for their teams inhouse through our 'Endorsed Provider' arrangement.

We ran a total of 19 workshops nationally (↑27%) with 187 (↑4.5%) participants. Average feedback score for NAWO's PDPs remained exceptional at 4.5 out of 5.

### ALLOWING OTHERS TO HAVE YOUR WAY



[Above] Julie Holman

Facilitated by Julie Holman and Gail Bower of Talkforce, this workshop hones influencing and negotiation skills so that participants can increase performance and consistently achieve stronger outcomes.

*"NO WORD OF A LIE, I SAVED MY FORMER EMPLOYER A BUCKET OF CASH ON A CONTRACT NEGOTIATION AS A DIRECT RESULT OF WHAT I LEARNED IN THIS COURSE. NOT ONLY DID I LEARN SOMETHING ABOUT MY OWN BEHAVIOUR STYLE, I LEARNED ABOUT HOW I COULD IDENTIFY AND ADAPT MY STYLE TO WORK BEST WITH OTHERS. THIS COURSE ALSO COVERED AN APPROACH TO PREPARING AND EXECUTING A NEGOTIATION AND ADVICE ON HOW TO CREATE A WIN/WIN SITUATION."*



[Above] Gail Bower

*"IT WAS UNSURPRISING WHEN I USED THESE LEARNINGS IN A PRACTICAL SCENARIO DURING A CONTRACT NEGOTIATION NOT TOO LONG AFTER, I SETTLED ON A VERY FAVOURABLE OUTCOME WITH A THIRD PARTY SERVICE PROVIDER. THE SAVINGS THAT I ACHIEVED IN THAT CONTRACT NEGOTIATION WERE MORE THAN WORTH THE COST OF THE COURSE." - ELENA CASCIANO, BUSINESS SUPPORT LEAD, HOMESTART FINANCE*

## COMMERCIAL ACUMEN? GAME ON!

Facilitated by Travis Liersch using the globally recognised Zodiac® Business & Finance Simulation, participants spend a day simulating managing the top level financials of a business. Commercial and financial skills are critical for success in senior leadership roles in operations and women and men who participate in this workshop develop insight into how to both contribute to the financial performance of a business and drive superior value for the business.

*"A REALLY ENJOYABLE COURSE AND APPROACH TO ENHANCING UNDERSTANDING OF FINANCIAL CONCEPTS IN THE COMMERCIAL CONTEXT." - KT*

*"THE FACILITATOR WAS EXCELLENT AND HAD A DEPTH OF KNOWLEDGE THAT ADDED VALUE TO THE SESSION. HE WAS ABLE TO ADJUST HIS PACE AND TONE TO MEET THE GROUP'S NEEDS." - RE*



[Above] Travis Liersch

## PRODUCTIVITY BOOTCAMP

This short, sharp and powerful workshop presented by Katrina Bromell joined NAWO's suite of PDPs in 2018. Using perceptive self-analysis and mind mastery, the focus is on beating procrastination and learning to think above the crowd. The workshop combines an A-Z action planning process with powerful emotional management strategies to empower participants to embrace the 90-day Challenge to Change.

*"I ATTENDED THIS WORKSHOP BECAUSE I WANTED TO LEARN HOW TO BE MORE PRODUCTIVE AND I WANTED TO LEARN HOW TO EXECUTE MORE CONSISTENTLY.*

*WHAT DID I GET OUT OF TODAY?*

- *WHAT BLOCKS PEOPLE FROM PERFORMING*
- *HOW TO SET REALLY TANGIBLE GOALS*
- *HOW TO IDENTIFY WHEN I AM ABOUT TO FALL INTO BAD HABITS OR MENTAL BLOCKS*

*I'VE ALSO REALLY GOT SOME CLARITY AROUND WHAT IS INSIDE MY CONTROL AND WHAT IS OUTSIDE MY CONTROL."*

*- AW, PRODUCTIVITY BOOTCAMP PARTICIPANT*



[Above] Katrina Bromell





## COMMUNICATING WITH AUTHORITY

Presented by CareerCEO, this is a core foundation course for any professional who is required to present to colleagues, clients and the CEO, or anyone pursuing a leadership position with the business community. It is designed to help professionals communicate with more authority when engaging with key internal and external stakeholders.

*I REGISTERED FOR COMMUNICATING WITH AUTHORITY (CWA) AFTER TAKING ON A NEW ROLE THAT SUDDENLY SAW ME PRESENTING TO THE ASSET LEADERSHIP TEAM, SOMETHING THAT SENT MY NERVES INTO OVERDRIVE AND LEFT ME FEELING PHYSICALLY ILL.*

*WHAT DID I LEARN?*

- *NOT TO DIMINISH OR UNDERVALUE MY ROLE/CONTRIBUTION/SUCCESS;*
- *TO UNDERSTAND AND CLEARLY ARTICULATE MY VALUE PROPOSITION;*
- *AND THAT COMMUNICATION IS ABOUT HAVING AN IMPACT ON THE PERSON/PEOPLE YOU ARE TALKING TO.*

*WHAT HAVE BEEN THE SIGNIFICANT OUTCOMES?*

- *I SHARED MY PERSONAL STORY AT THE FIRST NAWO PILBARA EVENTS IN 2017 (AND THROUGH SEVERAL OTHER FORUMS SINCE);*
- *I HAVE IMPROVED MY PRESENCE AND PRESENTATION WITH THE ASSET LEADERSHIP TEAM AND I AM ABLE TO CONTROL MY NERVES AND NAUSEA;*
- *I HAVE BEEN A PANELLIST AT THE AUSTRALASIAN WOMEN IN RAIL LUNCHEON IN PERTH*
- *I SUCCESSFULLY WROTE AND PITCHED THE BUSINESS CASE (IN 3 KEY POINTS) FOR MY CURRENT ROLE TO BE CREATED (IT WAS THE PIECE I STARTED WORKING ON IN CWA WITH ANDREA);*
- *I AM FAR MORE CONFIDENT IN ARTICULATING AND ASKING FOR WHAT IS NEEDED.*

*- MELINDA MCDONALD, CHAIRPERSON, WAIO INCLUSION AND DIVERSITY COUNCIL, BHP*

## GENDER DIVERSITY SELF ASSESSMENT TOOL

Available exclusively to NAWO Corporate Members, NAWO's Gender Diversity Self Assessment Tool enables organisations to clearly identify and track their progress regarding gender diversity actions and enablers. The tool investigates 75 criteria grouped into 5 categories:

- Policies and Enablers
- Support and Development
- Enabling All
- Leadership Behaviour
- Demonstrated Results

Responses to the self assessment are aggregated and identify an overall rating against each of the diversity criteria.

The Gender Diversity Assessment Tool summarises actions and insights and these are converted to an Action Plan. Improvement targets for subsequent years can be built in, based on the results of the first assessment. The tool is an excellent way for organisations to gain greater focus and identify key priorities on their gender diversity journey, and a valuable component of NAWO's offering for Corporate Members.





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