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# About Us

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## OUR VISION

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



## OUR MISSION

NAWO inspires women to take charge of their career; providing meaningful networks, inspiring role models and development opportunities to activate their full potential.

NAWO connects businesses through membership; facilitating dialogue, sharing ideas and progressing actions to achieve greater inclusion and gender balance in operations.

# Our Members

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## PREMIUM GOLD



## GOLD







# Our Members

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## SILVER



## BRONZE





# Chair's Report: Megan McCracken



Right at the heart of NAWO is our vision to be a world where women and men can be equally valued and represented at every level. To execute this vision we focus our energy on both the support we can provide women in operational roles and businesses and the support we can provide to our member companies who will be instrumental in achieving this.

Our commitment to our vision means we ask ourselves every year “Are we doing what it will take?”. When we asked ourselves this question at this year’s strategy day we knew we needed to be doing more. The result is two important new offerings from NAWO:

First, we have refined and added to our list of Learning Priorities. The key addition is: Building and Leading Diverse Teams. We remain committed to our curriculum-based approach and identified the importance of working with our members to promote the importance of leading inclusively at work.

Second, we are taking a greater role in facilitating connection between our members so they can learn from one another. As part of our commitment to member

connection, Knowledge Share Forums and subject Masterclass events rolled out across the country with great success.

## Our commitment to our vision means we ask ourselves every year “Are we doing what it will take?”

Recently we held the first of our Senior Leaders Luncheons in Melbourne. These events, hosted by our board members, bring together members of the C-Suite from our corporate membership in a facilitated discussion about their gender diversity journeys and will be held in WA, NSW and QLD in 2019 and 2020.

NAWO is more than a membership organisation, we are a community of like-minded organisations and like-minded men and women who want Australia to benefit from the full range of talent, both available and emerging.

NAWO operates with over 200 volunteers across the country. I’d like to commend and recognise the hard work and dedication of the women and men who give time to our Board, our Ambassador group and our State Committees.

With great demand for NAWO programs in South Australia in 2019 we recruited a South Australian-based board member and new South Australian Committee Chair to support growth in that State. I’d like to welcome Retail Drinks Australia CEO, Julie Ryan, to the NAWO Board and Coopers Brewery Limited Manager, Janie Zimmermann, as Chair of the SA Committee.





In other changes this year I'd like to welcome Melanie Speed as the new Chair of the WA Committee. Thank you to previous Chair, Tiffany Chown - we wish you well in your new role overseas. And thank you to Elena Casciano who stepped down as Chair of the SA Committee. We also welcomed SunRice Manager Maria Ryan taking up the position of Riverina Committee Chair.

I'd also like to commend our National Director, Louise Weine, and her team for bringing our strategy to life in 2018/19.

And finally, thank you to all our Corporate and Individual Members and our Corporate Partners. In 2018/19 we welcomed Bradken, Coles Supply Chain, Coopers Brewery and Loy Yang B Power Station as Corporate Members, and Deloitte, McKinsey & Company, Pollen Consulting and Lens Group as Partnership Members, bringing our corporate membership to 56. You ensure that our work is possible and together we have a possible reach of over 300,000 employees in Australia. Your support gives us confidence that we can reach our vision.

**Megan McCracken**  
National Chair

**“NAWO is more than a membership organisation, we are a community of like-minded organisations and like-minded men and women who want Australia to benefit from the full range of talent, both available and emerging.”**



# National Director's Report: Louise Weine

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Since 2015 we have been striving in all that we do to deliver to our NAWO tagline of 'inspiration at work'. Inspiring women to seek the experience, development and sponsorship they need to succeed and to aspire to bigger, broader jobs. Inspiring organisations to better the balance in operations, helping to identify the challenges, the opportunities and the benefits of change. Inspiration will always be at the core of what we do, however it is action that drives change and I am so excited to now take NAWO forward into 2020 with a strategy focussed on positively driving action for change.

I am immensely proud of all that has been achieved and is highlighted in this report for NAWO in FY 2018-2019. For me the highlights are:

- The continued and growing success of our volunteer run events across the country.
- Professional outcomes for women and mentors from the NAWO Mentoring Circles Program.
- Professional outcomes for women and men from our specially curated development programs.
- The introduction of terrific new formats connecting our members more closely to one another, these include Knowledge Share, Senior Leader Luncheons and Masterclasses.
- The launch of our 6th learning priority, Building and Leading Diverse Teams. Seeing events take off with this Learning Priority as a theme and the launch of the Introductory Toolkit for members has been so pleasing and is immensely powerful as we continue to help people identify how they can be more inclusive every day.
- The partnerships we have introduced and will continue to nurture. As one example, our partnership with the Ducere Global Business school was a first for NAWO and we are so grateful to those member

companies who did elect to participate in this MBA research project, the outcomes of which will be used to further develop tools and forums to benefit members.

**“Inspiring women to seek the experience, development & sponsorship they need to succeed & aspire to bigger, broader jobs.”**

NAWO is truly a network of like-minded and passionate people who are all invested in more gender balanced and inclusive workplaces across multiple industries. The passion of individuals involved in NAWO is evident to me on a daily basis, and it is a driving force!

To our committed volunteers, committee members, mentors, guest speakers, facilitators, board members and ambassadors I say a huge thank you for investing your time and passion in order to:

- Deliver inspiring NAWO events that continue to break feedback records and the capacity of our venues!
- Mentor and support the exceptional women across our network of operational businesses.
- Share your stories (in person and in published case studies) to inspire members to take charge of their careers and their own development.
- Role model the behaviours that help move the conversation forward from inspiration to action every day in your workplaces.



- Provide governance and strategic thought leadership to take NAWO forward yet another level in this journey.
- Spread the word and help us be better known by speaking proudly about your involvement with NAWO and the work we do at every opportunity.

To our management team, a team of flexible ‘work from homers’, employees and contractors, who work together to deliver to our overall strategy and workplan I say – what a team! Working in this way is not without its challenges but we role model what we talk about every day. We have a diverse team, all working flexibly, and for many of us NAWO is only one string on a very wide bow and it works! I thank you for all that you bring to the team and for working so hard to bring the best possible value to members and support to our volunteers.

And, last but certainly not least, I wish to thank our members for walking the talk and getting actively involved and staying on the journey. Plus a huge shout out to our partners, providers and NAWO friends who provide us with such exceptional and positive support!

Looking to the future, I am so excited as we look to place more focus and resource into connecting member organisations to one another, to facilitate the sharing of ideas, solutions and practical initiatives that result in

more women being attracted to operations and help retain and promote women once they are in. Our 2019-2021 strategic plan includes a complete revitalisation of our NAWO Learning Priorities and the introduction of the NAWO Nine Levers for Gender Balance. Both serving as a foundation curriculum for all our activity, and designed to deliver to our two-part mission:

- Inspiring women to take charge of their career; providing meaningful networks, inspiring role models and development opportunities to activate their full potential.
- Connecting businesses through membership; facilitating dialogue, sharing ideas and progressing actions to achieve greater inclusion and gender balance in operations.

**Louise Weine**  
**National Director**

# Our Year In Numbers

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**56** **CORPORATE MEMBERS** (AT 30 JUNE 2019)

Members during 2018-19:



**PREMIUM GOLD:**

Bradken Pty Ltd, Bunnings, Coles Supply Chain, O-I Glass Asia Pacific



**GOLD**

ABB Australia, Australian Rail Track Corporation (ARTC), Asahi Beverages, Australia Post, Bega, BevChain Logistics, BHP Billiton, BlueScope, BP Australia, Caltex, CHEP Australia, Coca-Cola Amatil, Cochlear Ltd, Coopers Brewery Ltd, Costa's Pty Ltd, Deloitte, DuluxGroup, George Weston Foods, Incitec Pivot Limited, Lactalis Australia, Linfox, Lion Dairy & Drinks, McKinsey & Company, News Corp Australia, Nissan Australia, Officeworks, Orica, Orora, PepsiCo, Programmed, Rio Tinto, Visy



**SILVER**

Arc Infrastructure, Asaleo Care, Bis Industries, Bulla Dairy, CBH Group, Cheetham Salt, Chobani Pty Ltd, CSL Behring, Essential Energy, Fremantle Ports (in kind), Goodyear & Dunlop Tyres, Kimberly-Clark, MaxiTRANS, Mondelez International, PACT Group, Pernod Ricard Winemakers, PPG, Ridley Corporation, SPC Ardmona, SunRice



**BRONZE**

Goulburn Murray Water, Loy Yang B Operations and Maintenance P/L, Pollen Consulting Group



**29 NEW**  
**INDIVIDUAL MEMBERS**



**7 NEW**  
**CORPORATE MEMBERS**

**13**



**INDUSTRY PARTNERS  
AND FRIENDS**



**300,000+**  
**POTENTIAL REACH**

**18**

**SITE TOURS**



38

EVENTS

9 NSW  
7 QLD  
4 SA

10 VIC  
8 WA



4.56/5

AVERAGE PROGRAM  
FEEDBACK SCORE



1761

EVENT  
ATTENDEES



4.40/5

AVERAGE EVENT  
FEEDBACK SCORE

1

MASTERCLASS  
SERIES



20 PROFESSIONAL  
DEVELOPMENT  
PROGRAMS (PDPs)

6

KNOWLEDGE  
SHARE FORUMS



199 PDP PARTICIPANTS



5 NAWO  
PODCASTS

140 MENTORING CIRCLE  
PARTICIPANTS IN 29  
MENTORING CIRCLES

1

LEADERS  
LUNCHEON



NEARLY

200

VOLUNTEERS



6

CASE STUDIES

9 Ambassadors  
9 Board  
29 Executive Mentors  
90 Speakers  
58 State Committee members

# NSW State Committee Highlights



In 2018/19 the NAWO NSW Committee decided to change it up and do things a little differently. That included combining a networking event with a book launch; a mini workshop taster event; an end of year sit down luncheon; a live video interview with our keynote speaker; door prizes; show bags; an International Women's Day event and so much more. Our members reacted overwhelmingly positively to our new formats, with two of our Quick Bite events receiving our highest feedback scores of over 4.6 out of 5.

The success of our Quick Bite events is a combination of great speakers, extremely generous hosts and a dedicated team of NAWO NSW Committee volunteers, all of whom donate their time, energy and resources to support our members.

Highlights of this year include:

- Quick Bite events hosted by Officeworks, Kimberly-Clark Australia, Michael Page and BlueScope, with an end of year luncheon held at the Toongabbie Sports Club.
- Lion generously hosted our first NSW Knowledge Share, with a Diversity & Inclusion theme covering topics such as gender targets; impact on employer brands and attraction strategies to build the female leadership pipeline.
- Another first for NSW was an International Women's Day event in partnership with ASCI (Australian Supply Chain Institute), hosted by KPMG, exploring the IWD theme of #balanceforbetter. Our expert panel included NAWO Board member Kylie Fraser – President FMCG & Healthcare Linfox, and was superbly moderated by NAWO NSW Committee executive, Tania Montesin.

A huge thank-you to our amazing NAWO NSW Committee who are all leading on diversity and inclusion in their own organisations and personal lives. A special mention to Jacque Diamond from CCA who did an outstanding job and left us to have a baby. Bringing his own diverse perspective, a very big welcome to our newest and first male committee member, Nick Sakurmovski from CCA.

**Diane Utatao**  
Chair, NAWO NSW State Committee







# NSW Riverina Committee Highlights



**NAWO's NSW Riverina Committee was delighted to welcome Rebecca Rosato (Performance & Safety Solutions) as a new committee member following her presentation as a speaker at one of our events. Rebecca brings a breadth of experience and has great ideas about broadening the way we connect in the region. One of the key challenges in a regional area is a much smaller potential market – it can be difficult to gain the momentum enjoyed in larger centres.**

However we did host two successful events over the last financial year:

- 'Who is plotting your next career move?', hosted by SunRice, attracted a great cross-section of women who came together to discuss different career growth strategies.
- 'New ways of working – dialling up the 'D' word!', hosted by Southern Cotton, provided a wonderful panel discussion looking at the benefits of diverse teams as well as the challenges. The discussion moved quickly beyond diversity to the importance of inclusion to gain true benefits.

As the discussion on Diversity and Inclusion continues it's so important that we separate the two. Though we need to acknowledge diversity, we need to move on... the real game changer for businesses is to embrace inclusion and recognise diversity of thought as the element that will make a huge difference to their organisation.

Thanks to all our speakers - it takes courage to share your story, but it is so valuable to everyone who attends. I also want to acknowledge the efforts of our entire committee for really stepping up and making time for our events.

**Maria Ryan**  
**Chair, NAWO NSW Regional Committee**



# QLD State Committee Highlights



The willingness of our guest speakers to share personal insights into their strengths and, probably more importantly, their vulnerabilities at NAWO events is a constant source of inspiration, both for members of the QLD State Committee, who put so much effort into organising our events, and for our attendees.

Personally, the highlights this year were:

- Hosting our first peer to peer coaching style event. After hearing one version of work/life balance from the inspirational Naz Asker of BHP, attendees got the chance to meet new people and support each other in a small group discussion on issues/challenges they were facing and wanted input on.
- Palpable passion from Anna Reid and Sandra Gibbs from Asahi as they shared how to undertake interest-based negotiations for a win-win and what leadership means to them, and as they proudly showed off their new (and very impressive) automated facility.

- Sheer bravery and courage from Davina Shearer of Incitec Pivot who bared her inner thoughts via the Immunity to Change concept to help participants discover what subconsciously is holding them back from achieving their goals.
- A chance to peek behind the door and see where and how some of our favourite snacks are made, courtesy of the Pepsico site tour.

Huge thanks to our three new Hosts (Pepsico, Asahi and Orica) and three previous hosts (Caltex, Incitec Pivot and BP) and for the countless hours donated by staff at these organisations to make our events happen. You truly are heroes.

**Kartini Oei**  
Chair, NAWO QLD State Committee

The SA Committee farewelled its long standing and much-loved Chair, Elena Casciano, after her years of service. We wish Elena well in her upcoming endeavours and hope to see her at future events. We welcomed Rachel Haddad into the mix and acknowledge the many hours of work and passion already spent with our existing committee members: Bettina Venner, Candice Irrgang, Penny Ryall, Linda Medder, Belinda Grant and Shelley O'Regan. We also welcomed NAWO's first SA Board member, Julie Ryan. With her experience and networking potential we hope to be able to reach far and wide into South Australia.

South Australia hosted some fabulous Quick Bite events, including one of our best ever in South Australia in terms of both numbers and feedback. Following is a brief summary of our events:

- 'Influencing to drive performance', hosted by Bunnings; Guest Speakers Nicole Marshall (Complex Manager); Matthew Tyler (State Operations Manager); and Georgina De Angelis (Property Divestments Manager); shared their insights into the event's Learning Theme: Negotiating and Influencing.
- 'Rising stars, leaps of faith and kicking goals', hosted by Pernod Ricard Winemakers, explored the Learning Theme of Career Management through the eyes of guest speakers Steven Scott (Winery Operations Manager), Ashlee Thackeray (HR Business Partner - Strategies & Projects), Narelle Lane (Warehouse Shift Manager; and Moderator Nadia Blaess (Talent & Development Manager).
- 'Demystifying financial ratios' was generously hosted by BlueScope at the Port Club, and featured Guest speakers Kevin Osborn (Deputy Chairman of the Port Adelaide Football Club (PAFC)) and Jasmine Miller (Women's Aboriginal AFL Academy, PAFC), as well as BlueScope's Linda Medder (National Business Improvement Coordinator).

Thank you to our generous hosts and teams for providing unwavering support.

**Janie Zimmermann**  
NAWO SA State Committee Chair



## SA State Committee Highlights

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# VIC State Committee Highlights

During the year our Victorian Committee, made up of volunteers from our Corporate and Individual Membership, has done a fabulous job organising six Quick Bite events that focused on NAWO's Six Key Learning Priorities. We would like to thank our generous members for hosting the events.

We would also like to thank Su-Ann Teoh from O-I Glass Asia Pacific for her contribution as she stepped down from the committee at the end of the year.

The first event in August was 'Building courage to take the road less travelled' at Dulux Merrifield. Two inspiring leaders shared their experience making the Greenfields site a reality, highlighting the personal courage and confidence they have drawn on and continue to build in their own careers.

In October, Bunnings Port Melbourne hosted 'DIY Leadership – time to do it your way'. Through engaging storytelling, Bunnings leaders shared tips on building authentic leadership including Truly listen; Integrate your life and work as one; Identify your personal brand and stay true to it; Storytelling is influential; Come up with a purpose as a leader and hold yourself accountable to it.

Our last event for 2018 was delivered by Australia Post partnering with Qantas. 'Change, Negotiation and Partnerships – getting it right' was held at the Melbourne Gateway facility at Tullamarine and featured a group of highly motivated speakers with inspiring career stories showcasing successful management and the changing nature of work through technology.



Our Bega event in March focused on commercial acumen being the 'secret ingredient'. Featuring Bega's CEO and the EGM Operational Excellence, we learnt about the importance of commercial acumen and how it was applied during the acquisition of the Bega Foods Business Unit, and the challenges of preparing a business for sale.

In April, NAWO members visited Linfox to hear the GM – Group Commercial Finance, speak about the keys to developing commercial acumen in operations and her experiences at Linfox.

Mondelez hosted our final event in June 'Be Bold and silence the critic'. The MD Australia and NZ, together with senior leaders from the business, encouraged us to take the time to review our strengths and unique attributes and to understand the value we bring to the table in order to build our personal confidence.

**Jenny Gillam**  
Chair, NAWO VIC State Committee



During 2018/19, NAWO's WA-based members had the opportunity to participate in seven events, four paid Professional Development Programs, Mentoring Circles and a Knowledge Share Forum.

Our events continue to be well attended and receive extremely positive feedback. Focussing on NAWO's identified Learning Priorities, event topics covered Personal Courage & Confidence, Flexibility in Operations, Building & Leading Diverse Teams and Career Management.

For International Women's Day, we partnered with member organisation BHP and the National Association for Women in Construction to hold a panel discussion with four very diverse guests discussing what 'Balance for Better' really means, in front of a 200 strong crowd.

Delivering such engaging and thought-provoking events requires significant support from our guest speakers and hosts. Each year we are overwhelmed by the generosity of our member organisations, diversity advocates and passionate people in our networks in donating their time and resources to enable NAWO to deliver inspiring content in Western Australia.

And, of course, it is the hard work of our fabulous WA State Committee that brings it all together. During the 2018/19 year there were some changes for the WA Committee. We thank Jasmine Smith (Rio Tinto), Gordana Medvesek (Incitec Pivot Limited) and Karleena Clarkson (BlueScope), who all stepped down from the committee early in 2019 to focus on family and careers, for their



## WA State Committee Highlights

active participation in driving great quality events and conversation for our WA members. We welcomed Daniel Ranschaert (BlueScope) and Simon Stibbs (Edward George) to the committee.

I would like to take this opportunity to thank Tiffany Chown for her hard work and support in the role of Chair – Western Australia for the 12 months to the middle of the 2018/19 financial year, and previously as a member of the NAWO WA Committee for over 4 years. Tiffany has relocated to London with Orica where she will be the Senior Manager HR Business Partner – EMEA, supporting the Europe and Middle East operations. We have no doubt she will continue to be a powerful advocate for operational gender diversity in the northern hemisphere!

Moving into the next financial year, our WA Committee looks forward to continuing to work with our member organisations, their employees and passionate people across our network to move closer to a world where men and women can be equally represented and valued at every level of all organisations.

**Melanie Speed**  
Chair, NAWO WA State Committee



# 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, and are the change agents who are leading by example when it comes to creating a more just world.





**Megan McCracken**

NAWO National Chair  
Owner & Principal, Pleiades Global



**Marcus Hooke**

Board Member, Treasurer  
Executive General Manager of  
Production, Logistics and Property  
News Corp Australia



**Simon Bromell**

Board Member  
Group General Manager – Beverage  
Orora Limited

# Our People, Our Board

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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.



**Loretta Croker**

Board Member  
General Manager – Australia & New  
Zealand Commercial Operations  
CSL Behring



**Anna Dartnell**

Board Member  
General Manager Bulk – Iron Ore  
and Central, Aurizon



**Melissa Donald**

Board Member  
Director, Ideas with Impact



**Kylie Fraser**

Board Member  
President FMCG & Healthcare, Linfox



**Julie Ryan**

Board Member  
CEO, Retail Drinks Australia and  
Director, Thoroughbred Racing SA



**Tim Wall**

Board Member  
President, Global Manufacturing and  
Corporate HSE, Incitec Pivot Limited

# Our People, Our Ambassadors

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



**Phillip Austin**

President  
CHEP Asia Pacific



**Annette Carey**

Executive General Manager,  
International Services, Australia Post



**Kathryn Fagg, AO**

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



**James Fazzino**

Chair, Osteon Medical  
Chair, Manufacturing Australia  
Non-executive Director,  
Australian Pipeline Limited  
Convener,  
Male Champions of Change  
Vice-Chancellor's Fellow,  
La Trobe University  
Adjunct Professor – La Trobe  
Business School



**Tim Hart**

Formerly NAWO Public  
Officer/Secretary  
Chairman, ISignthis Ltd  
Managing Director & Chief Executive  
Officer, Ridley Corporation Ltd



**Kathy Hirschfeld, AM**

Chair, Powerlink  
Non-executive Director,  
Central Petroleum Limited  
Non-executive Director,  
Queensland Urban Utilities  
Non-executive Director,  
Tellus Holdings Limited  
Senator, University of Queensland



**Kathy Karabatsas**

Managing Director  
Lion Dairy & Drinks



**Rebecca McGrath**

Chair, Oz Minerals Ltd  
Non-executive Director Incitec Pivot  
Ltd, Goodman Group,  
ICPF Holdings and IWFML  
Independent Chair, Scania Australia  
Advisory Council Member, JP Mor-  
gan, Australia.



**Angela Tatlis**

NAWO Founder  
Director Global Supply Optimisation  
Treasury Wine Estates

# Executive Mentors

## 2018/19

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NAWO's Executive Mentors are experienced leaders in operational roles or industries. Their passionate support for developing female talent provides an invaluable and practical contribution to nurturing future leaders. Through Mentoring Circles, NAWO's flagship mentoring program, they partner with a group of five to eight high potential, mid-career women and guide them through a series of six sessions that have the potential to have a profound impact on the mentees' future careers.

We sincerely thank the following mentors for their involvement and support during FY 2018/19:

**Kari Banick**

General Manager Analytics and Design Services, Linfox

**Simon Cook**

Mentor Leadership and Career Coach, Consultant

**Karren Bathurst**

Group Research and Innovation Manager, Bega Cheese Ltd

**Mary Corso**

Area Manager, Bunnings

**Jennifer Boulding**

CEO, Programmed

**Mark Cross**

GM, Australian Steel Mill Services

**Angela Bridges**

Director, Bridges And

**Margo Fox**

Principal Consultant  
Riskcom Pty Ltd

**Mary Callaghan**

Senior Director - Product Management, ABB Enterprise Software

**David Griss**

EGM Human Resources & Corporate Affairs, Asaleo Care

**Christian Campanella**

Human Resources Director  
Pernod Ricard Winemakers

**Diana Hall**

Marketing Director  
BP PetroChina Petroleum Co

**Jacob Chretien**

General Manager – Technical  
Orora Paper & Recycling

**Tim Hart**

MD & CEO, Ridley Corporation

**Sandra Connolly**

National General Manager FM Services, ISS Facility Services

**Dean Jenkins**

MD & CEO, MaxiTRANS



**Pauline Kirk**

Supply Chain Program Manager  
Officeworks

**Rob Kosova**

General Manager People Risk  
QBE Insurance

**Maria Koutsimpiris**

Senior Executive-General  
Management, Strategy, Projects

**Graham Morgan**

Managing Director  
Morgan Shaw Advisory

**Kerry Pronk**

Chief Operations Officer  
Springday

**Paul Rubenach**

Supply Chain & Sustainability  
Leader

**Russell Scott**

CEO, Ferngrove  
Pharmaceuticals

**Robert Taddeo**

Operations Director – Australia,  
Pernod Ricard Winemakers

**Angela Tatlis**

Director Global Supply  
Optimisation, Treasury Wine  
Estates

**Bettina Venner**

Manager Supply Chain  
Development, ICN Department  
for Trade Tourism and  
Investment

**Harry Venner**

HR Director, PepsiCo

**Amanda Woollard**

General Manager Retail, BP  
Australia

**Petta Wright**

Sales & Operations Planning  
Manager, Bunnings



# Guest Speakers 2018/19

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Guest speakers at NAWO events are drawn predominantly from the exceptional pool of talent that exists within our member network. Their willingness to share the key learnings from their industry and from the highs and the lows of their personal career journeys provides stories that are authentic and inspiring, while also ensuring every event is different.

**Naz Asker**

Head of Execution and Enablement, BHP

**David Attrill**

General Manager Analytics and Digital, Bunnings

**Amy Billsborough**

Analyst, CBA

**Nadia Blaess**

Talent & Development Manager, Pernod Ricard Winemakers

**Ricky Butler**

Head of Operational Excellence - Australia, Pacific & Asia, Orica

**Anthony Carnovale**

Area Manager, Bunnings

**Andrea Clarke**

Founder, Career CEO

**Rachel Cooke**

US Consul General, US Embassy & Consulates in Australia

**Alvin Cooney**

Director, Asentiv Australia Pty Ltd

**Greta Cooper**

Head of eCommerce and Fundraising, Mondelez

**Hayley Coulson**

State Operations Manager -WA Bunnings

**Loretta Croker**

GM Commercial Operations A&NZ, CSL Behring

**Ben Cullinan**

Head of Asset Projects BHP Billiton

**Amanda Culpan**

Facility Manager Leeton Hospital

**Amanda Czyz**

Shift Supervisor plate processing, Bluescope

**Anna Dartnell**

General Manager, Aurizon

**Georgina De Angelis**

Property Divestments Manager Bunnings Group Limited

**Heidi Dorman**

Regional HR Manager (North) Officeworks

**Sophie Falzon**

Crane Driver – HCPD  
Bluescope

**Ellen Fitzgibbon**

Model Farm Manager  
CopRice

**Ashley Forbes-Rodgers**

Human resources Officer –  
QLD, PepsiCo

**Annaliese Giason**

Human Resources Manager  
Warburn Estate Pty Ltd

**Jolene Gibb**

Frontline Manager, PepsiCo

**Sandra Gibbs**

General Manager -  
Customer Value Chain  
Asahi Beverages

**Tegan Gray**

Chief Pilot for Express  
Freighters Australia, Qantas

**Jake Hatton**

External Affairs Manager  
Mondelez

**Brad Hordern**

Executive General Manager  
Supply Chain, DuluxGroup

**Michelle Jablko**

Chief Financial Officer  
ANZ Bank

**Susan Jansen**

Director, BalanceNow

**Sukhjot Kaur Khalsa**

Spoken word artist, educator,  
human rights advocate

**Tim Keith**

Director, BalanceNow

**David King**

Merrifield Operations  
Manager, DuluxGroup

**Pauline Kirk**

Supply Chain Program  
Manager, Officeworks

**Elaine Krek**

Founder, Prism Performance

**Narelle Lane**

Warehouse Shift Manager  
Pernod Ricard Winemakers

**Selena Main**

HR Manager  
Mondelez

**Nicole Marshall**

Complex Manager  
Bunnings Group Limited

**Jo Marshall**

Director, Culturise

**Nicole Martin**

Teacher, TAFE NSW

**Eloise Matthews**

Production Leader  
DuluxGroup

**Megan McCracken**

Owner & Principal  
Pleiades Global

**Carlee McGowan**

GM Supply Chain Planning  
Telstra

**Troy McMillan**

Senior Manager HR, Orica

**Linda Medder**

CPA, National Business  
Improvement Coordinator  
BlueScope

**Jasmine Miller**

Aboriginal Programs  
Coordinator, Port Adelaide  
Football Club

**Kate Newstead**

National Business Manager  
Mondelez

**Amanda O'Brien**

Regional Learning &  
Development Manager  
Bunnings Group Limited

**John O'Connor**

Partner, APAC Sourcing and  
Procurement Lead, Deloitte

**Kevin Osborn**

Deputy Chairman  
Port Adelaide Football Club

**Nigel Parsons**

Country Director – Australia,  
Mondelez

**Loreen Peak**

National Business  
Development Manager  
Bunnings

**Brianna Peake**

GM Grower & Customer  
Relations, CBH Group

**Abby Phillips**

General Manager, ComActivity

**Eva Pool**

Org. Effectiveness Lead  
ANZ & Japan, Mondelez

**Nuala Power**

Production Manager  
PepsiCo

**Sara Prendergast**

Snr Manager – Performance  
Reporting – Australia, Pacific,  
Asia, Orica

**Michael Raey**

Manager Corporate Affairs  
People/Communications  
Bluescope

**Julie Reddoch**

Plant Manager Ringwood  
Mondelez

**Michelle Redfern**

Founder, Advancing Women

**Anna Reid**

General Manager –  
Manufacturing, Asahi  
Beverages

**Peta Renkin**

General Manager, BlueScope  
Building Components  
Bluescope

**Senator Linda Reynolds**

Minister, Liberal Party of  
Australia

**Lisa Roberts**

Planning Manager, DuluxGroup

**Rebecca Rosato**

HR and WHS Consultant  
Performance & Safety Solutions

**Steven Scott**

Winery Operations Manager  
Pernod Ricard Winemakers

**Davina Shearer**

Diversity and Inclusion Adviser  
Incitec Pivot Limited

**Roxanna Shirvani**

Associate Director  
Ernst & Young

**Soula Skoutas**

National Learning &  
Development Manager  
Bunnings

**Shona Slimmon**

GM - Group Commercial  
Finance, Linfox

**Pip Smith**

Operations Manager, B&D  
Australia

**Sanchia Stafford-Gaffney**

Manager, Deloitte

**Simon Stibbs**

Director, Edward George

**Andrew Syme**

Strategy Director - ANZ &  
Japan, Mondelez

**Erin Teono**

Lead Facilitator, Pragmatic  
Thinking

**Ashlee Thackeray**

Talent and Better Balance  
Advisor, Pernod Ricard  
Winemakers

**Antonietta Timms**

Executive General Manager  
Operational Excellence,  
Bega

**Lara Tramacco**

Asset improvement coordinator,  
Bluescope

**Matthew Tyler**

State Operations Manager SA/  
NT/TAS, Bunnings  
Group Limited

**Diane Utatao**

Director, D&I Consulting  
Services

**Anna Van Gorder**

Head of Engagement and  
Diversity, Australia Post

**Paul van Heerwaarden**

CEO, Bega

**Kasey Venter**

Director, Elite Compliance  
Pty Ltd

**Ariane Virtue**

Partner, FlexCareers

**Sharon Warburton**

CEO, Steel Heels

**Dorothy Wardale**

Deputy Director of the MBA  
Programs, Curtin Graduate  
School of Business

**Louise Weine**

National Director, NAWO

**Linda Whitworth**

Manager Team Assist  
Bunnings

**Dean Williams**

State Supply Chain Manager  
Officeworks

**Ayla Young**

Warehouse Coordinator  
Southern Cotton

**Kevin Zuccato**

General Manager - Group  
Security, Australia Post





# State Committees

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NAWO's exceptional State and Regional 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 or region.

Events are aligned to NAWO's Key Learning Priorities and speakers who are authorities on the chosen topic are sourced predominantly from within NAWO's member network. Capacity bookings and consistently high feedback scores are the norm for these fundamental NAWO offerings.

## WA STATE COMMITTEE

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### **Melanie Speed**

WA State Committee Chair  
Manager Communications  
Horizon Power  
(from 16/2/2019)

### **Tiffany Chown**

WA State Committee Chair  
Senior HR Manager APA  
Orica  
(until 15/2/2019)

### **Aileen Armstrong**

Director  
Achieving Synergy

### **Karleena Clarkson**

State Manager - Customer Service  
BlueScope  
(until 2/5/2019)

### **Lizzie Kenny**

Account Coordinator  
Orica  
(1/3/2019-10/6/2019)

### **Rebecca Kirk**

Logistics Systems & Process Analyst  
Incitec Pivot Ltd

### **Gordana Medvesek**

Change Manager Asia Pacific  
Incitec Pivot Ltd  
(until 20/2/2019)

### **Daniel Ranschaert**

Logistics Leader  
BlueSope  
(from 1/3/2019)

### **Jasmine Smith**

Administration Assistant  
Accounting Orders, Growth & Innovation  
Rio Tinto (until 1/5/2019)

### **Simon Stibbs**

Director  
Edward George  
(from 15/8/2018)



## NSW STATE COMMITTEE

### **Diane Utatao**

NSW State Committee  
Chair, Principal  
D&I Consulting Services

### **Melita Bevan**

Key Account Manager  
CHEP Australia

### **Julian Buttenshaw**

Network Support Manager  
Australia Post

### **Jacqueline Diamond**

Senior NPD Manager  
Coca-Cola Amatil  
(until 06/08/2018)

### **Kylie Jones (nee Bridger)**

Product Development Manager  
- Baby & Child Care  
Kimberly-Clark Australia

### **Carlee McGowan**

GM Supply Chain Planning  
Telstra

### **Tania Montesin**

Formerly Head of Operational  
Excellence  
Woolworths

### **Abby Phillips**

General Manager  
ComActivity

### **Nick Sakurmovski**

National Solutions and Planning  
Manager  
Coca-Cola Amatil  
(from 6/9/2018)

### **Kamini Wijekulasuriya**

BOS Furnace Operations  
Manager  
BlueScope

## NSW RIVERINA REGIONAL COMMITTEE

### **Maria Ryan**

Riverina Regional Committee  
Chair, Learning and  
Development Facilitator  
SunRice  
(from 1/10/2018)

### **Amy Billsborough**

Analyst  
Commonwealth Bank of  
Australia

### **Marg Couch**

Stakeholder Relations  
Coordinator  
Deakin University

### **Nicole Martin**

Teacher  
TAFE NSW

### **Sarah Minato**

HR Manager  
ICI Industries

### **Kate O'Callaghan**

General Manager  
Southern Cotton

### **Emily Perkins**

Feedlot Manager  
JBS Australia Pty Ltd

### **Rebecca Rosato**

HR and WHS Consultant  
Performance & Safety Solutions

### **Monique Rossi**

HR Coordinator  
De Bortoli Wines



“

**Was good to hear personal stories that we could relate to in some way. It is great to see and hear from female leaders in the field and how they got there!**

”

## QLD STATE COMMITTEE

### **Kartini Oei**

QLD State Committee Chair  
Transformation Manager – ANZ  
Air BP

### **Hong Cao**

Procurement Manager  
ABB Australia

### **Toni Dugdale**

Community Relations &  
Communications Advisor  
Caltex

### **Josephine Rahman**

Product Technical  
Representative  
BlueScope

### **Davina Shearer**

Diversity and Inclusion Adviser  
Incitec Pivot Ltd

### **Jessica Taylor**

QLD State Manager –  
Distribution Markets  
BlueScope

### **Janelle Wieden**

Customer Service Manager  
Orora Fibre Packaging

## SA STATE COMMITTEE

### **Janie Zimmermann**

SA State Committee Chair  
Quality Manager  
Coopers Brewery Ltd  
(from 9/5/2019)

### **Elena Casciano**

SA State Committee Chair  
Business Support Lead  
HomeStart Finance  
(until 8/4/2019)

### **Katalin Charlton**

Network Logistics  
Manager SA/NT  
Australia Post  
(until 2 May 2019)

### **Belinda Grant**

HR Manager  
Orora

### **Rachel Haddad**

HR Manager  
Bunnings  
(from 19/3/2019)

### **Candice Irrgang**

Events & Program Coordinator  
– AU Operations  
Pernod Ricard Winemakers

### **Linda Medder**

CPA, National Business  
Improvement Coordinator  
BlueScope

### **Shelley O'Regan**

Continuous Improvement  
Manager  
DuluxGroup

### **Penny Ryall**

Business Development  
Manager, BlueScope  
(from 1/8/2018)

### **Linda Taylor**

Corporate Risk Manager  
Australian Rail Track  
Corporation

### **Bettina Venner**

Manager Supply Chain  
Development  
ICN Department for Trade  
Tourism and Investment

## VIC STATE COMMITTEE

### **Jenny Gillam**

NAWO VIC Committee Chair  
Director, Jenny Gillam  
Consulting

### **Ravinder Bhal**

Operations Coordinator  
Australia Post  
(from 15/1/2019)

### **Carina Brewster**

(Maternity leave from  
01/03/2019)  
HR Manager – Australia  
Asaleo Care

### **Becc Brown**

HR Business Partner  
Orora Ltd  
(Maternity Leave from 1/9/2018)

### **Sandra Dal Maso**

R&D Manager  
Bega

### **Kath de Groen**

PMO and Capability Lead  
Orora Ltd (from 15/8/2018)

### **Peggy Kalantzis**

Logistics Manager

### **Selena Main**

HR Manager  
Mondelez

### **Rebecca Presgrave**

Procurement Manager  
PZ Cussons (from 15/1/2019)

### **Manisha Taneja**

Operations & Laytime Specialist  
Incitec Pivot Ltd

### **Su Ann Teoh**

General Counsel Asia Pacific  
O-I Glass Australia  
(until 1/3/2019)



# Our People, Our Team

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



**Louise Weine**

National Director



**Allison Dodd**

Member Relations and  
Programs Manager



**Fiona Evans**

Communications Consultant



**Sharon Grosvenor**

Administrator



**Ira Holbrook**

Systems Co-ordinator



**Kate Dent**

Social Media and  
Admin Support



**Leanne Hart**

Consultant



**Elizabeth Lindner**

Communications Consultant

# Our People, Our Supporters

---

NAWO is both incredibly fortunate and very proud to collaborate with and have the support of some great organisations that share our commitment to gender diversity and working towards our vision of a world where women and men can be equally represented and valued at every level.

We thank the organisations on this page for their invaluable support...

## OUR INDUSTRY PARTNERS:



## OUR INDUSTRY FRIENDS:







# Supporting Women + Supporting Organisations

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**NAWO inspires women to take charge of their career; providing meaningful networks, inspiring role models and development opportunities to activate their full potential.**

**NAWO also connects businesses through membership; facilitating dialogue, sharing ideas and progressing actions to achieve greater inclusion and gender balance in operations.**

To achieve these outcomes, NAWO hosts events and programs geared around 6 Key Learning Priorities that have been identified as being critical for women's engagement and success in operations:

- Authentic Leadership
- Career Management
- Commercial Acumen
- Negotiation and Influencing
- Personal Courage and Confidence
- Building and Leading diverse Teams

We encourage our member organisations to engage with NAWO at different levels to maximise the 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. Men are actively encouraged to attend and participate in NAWO events and programs to encourage engagement with diversity issues.

During FY2018/19 NAWO collaborated with Lens Consulting to create and launch the Inclusive Leadership Introductory Toolkit to help our member organisations identify priority areas for change in order to increase diversity.





# Events

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NAWO events are a core component of our member offering – they bring people together to build networks, share knowledge and inspire new conversations and pragmatic ideas to support women in achieving their career aspirations and our member organisations to build their female talent pipeline and achieve greater gender diversity.

Guest speakers and expert panels are predominantly experienced operational leaders, male and female, sourced from within our Corporate Member network. Likewise, our venues and hosts are generally NAWO Corporate Members and the additional site tours offered alongside many events are invaluable.

In FY2018/19 NAWO hosted 38 events, which were attended by a total of 1761 people across our member states – NSW, QLD, SA, VIC and WA. Site Tours remain a popular feature and were included at 18 of the events. Nearly all of our events were run at capacity, and our event KPIs feedback ratings averaged 4.40/5.0 – another outstanding result!

## OUR HOSTS

Thank you to the following organisations for generously hosting events during this financial year:

Asahi Beverages, Asaleo Care, Australia Post, Australian Rail Track Corporation (ARTC), Bega, BHP, BlueScope, BP Australia, Bunnings, Caltex, Chobani Pty Ltd, Commonwealth Bank of Australia, Curtin Graduate School of Business, Deloitte Consulting, DuluxGroup, Incitec Pivot Limited, Kimberly-Clark Australia, Linfox Logistics, Lion, McKinsey & Company, Michael Page, Mondelez International, NAWO, News Corp Australia, Officeworks, Orica, Orora Fibre Packaging, PepsiCo, Pernod Ricard Winemakers, Public Transport Authority WA, Southern Cotton, SunRice, The University of Western Australia

## EVENT FEEDBACK

Event feedback scores are consistently very positive, averaging **4.40 out of 5**.

I gained actions and insights that I can use – **88.90 %**

The balance was right between speakers and opportunities to network – **89.60 %**

I have a much better understanding of the topic - **86 %**

I am confident I can apply what I learnt today – **87.90 %**

I met people I could learn from now and in the future – **79.30 %**

There was the right mix of people from different businesses and functions/roles - **82 %**

It was well worth my time to attend – **95.60 %**

I would recommend this event to my friends & colleagues – **92.30 %**

**“One of the most impressively down to earth and real leaders I have heard speak in a while, not self important or too polished - fantastic! ”**





**“All the panelists were very honest and courageous for sharing their stories.”**







**“67% – two thirds – of people consider diversity important when deciding where to work” (Glassdoor, 2014).**





Senior leadership engagement and support is critical for achieving positive gender diversity outcomes and is a priority focus at NAWO.

Our Industry Solutions activities are targeted specifically at this audience and the following initiatives, designed to generate and discuss new ideas and pragmatic actions to improve diversity outcomes, were implemented in FY2018/19.

# Industry Solutions



## Knowledge Share Forums.

The aim of NAWO Knowledge Share Forums is simple – to create a fertile space for a select group of change agents from within our network to incubate, grow and harvest ideas. How does it work? A small group of representatives (up to 14) from the NAWO Corporate Member network are invited to attend a luncheon workshop to share and learn about the chosen topic in order to turn up the dial on operational diversity and inclusion best practice and outcomes.

Feedback from NAWO Knowledge Share participants:

“It was insightful to be exposed to other industries and listening to their challenges in respect to cultural and gender diversity.”

“Great to have like-minded people share their experiences and ideas. Well done on delivering this session.”

“Thank you very much for the opportunity to attend and learn and take some ideas away with me.”



“

**Great to have like-minded people share their experiences and ideas. Well done on delivering this session.**

”



## Senior Leaders Luncheons.

The Senior Leaders Luncheon is a unique opportunity for executive leaders in the NAWO network to connect with one another and engage on specific topics related to gender diversity with their peers and members of the NAWO Board. The objective of the luncheon is for leaders to leave with two to three pragmatic actions for leading change at every level within their organisation. The first luncheon was hosted by McKinsey and Company in Melbourne and co-facilitated by Loretta Croker and Louise Weine. The topic was 'engaging the hearts and minds of leaders at every level' and there was some terrific discussion amongst the 20 participants, highlighting leadership action that is working well and also identifying what we might do better as senior leaders to better engage middle and front line leaders to action. We are looking forward to luncheons in every state on a variety of topics.



## Masterclass Series.

Developed to engage with people responsible for influencing, designing or implementing key policies and practices within their organisations, the NAWO Masterclass Series explores chosen subjects in detail and sessions are presented by experts in the field. The first masterclass was hosted by Deloitte in Sydney and, through our partnership with FlexCareers, had a specific focus on understanding the key steps to enabling workplace flexibility. We are very grateful to Ariane Virtue, Partner FlexCareers, and Tina Northcott, Director Deloitte, for their investment in this masterclass. We very much look forward to rolling these out across the country on relevant hot topics, related to our new NAWO Nine Levers for Gender Balance (see page 51).

"Thank you very much for the opportunity to attend and learn and take some ideas away with me."



# Industry Solutions

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## NAWO Ducere Global Business School Gender Diversity Report.

Working with Ducere Global Business School as their 2019 MBA Industry Partner generated important opportunities for NAWO and our members in the latter half of this financial year that will continue well into the future. The NAWO Ducere Global Business School Gender Diversity Report, identifying best practice and current trends across key diversity and inclusion matters within NAWO member organisations, was a key outcome of the partnership.

Following are the six focus areas of the project, and the topline recommendations within each area:

Flexibility for all | *Creative design of traditional roles*

Career development & women in operational leadership | *Shift focus from industry specific skills & take a structured approach*

Leadership support and gender diversity | *'Walk the Talk'*

Gender neutral parental leave | *Remove gender bias, ensure inclusive of all families*

Equal pay | *Salary for the role, not the person*

Domestic family violence | *Create, educate & provide practical awareness*



D U C E R E  
GLOBAL BUSINESS SCHOOL

Examining and celebrating member case studies that demonstrate real progress for gender diversity in operations within these six focus areas will be a priority in the coming year

Our partnership with Ducere Global Business School also affords NAWO members a 20% on the Ducere Business School's Masters of Business Administration (Innovation and Leadership).



## NAWO Podcasts and Case Studies.

In 2018 we launched our NAWO Podcast series, with the aim of introducing some of the amazing people from within the NAWO network, exploring what makes them tick and their ideas and suggestions that are relevant to women working in operational roles or businesses.

Likewise, we focused on establishing a library of Case Studies to showcase the female talent and organisations that are achieving tangible diversity outcomes within our network. Both highlight what it is possible to achieve.

NAWO Podcasts and Case Studies are also a valuable resource for members who may not be able to make it to events, and for leaders considering 'best practice' initiatives when it comes to diversity and inclusion policy and practice.

Thank you to the following people for participating in NAWO Podcasts and Case Studies in 2018/19:

### Podcasts:

Andrea Clarke  
Mim Bartlett  
Simon Bromell & Marcus Hooke  
Michelle Redfern  
Natalie Goldman

### Case Studies:

Anna Dartnell  
Keiren Jacobs  
Tania Montesin  
Amalie Smith  
Theresa Sonneveld  
Emily Trott

# Programs

NAWO's suite of paid programs is designed specifically to meet the needs of operational women and businesses. They develop the skills that are critical for women's engagement and success in operational roles and are aimed at developing and sustaining diverse teams.

Feedback ratings from participants on our Professional Development Programs (PDPs) continue to rank very highly and participants make some terrific networking connections due to the cross-company participant profile.

FY2018/19 PDP outcomes:

20 workshops nationally

199 participants

Average feedback score: 4.56 out of 5



## Communicating with Authority.

Provider: CareerCEO

Participant feedback: *"The small group format works really well for this topic and everyone was supportive and provided good feedback, even though we were basically all strangers."*

*"This course has given me more confidence to speak up and not be so worried that I'll say something wrong. It's also inspired me to take a look at where I see myself in the future."*

CareerCEO



## Allowing others to have YOUR way - Negotiating and Positioning to Influence.

Provider: TalkForce

talkforce  
communication | leadership | coaching

Participant feedback: *"It was very relaxed, structured but still room to ad lib and express yourself without feeling shy. Material was relevant and the location was lovely."*  
*"Thankyou. I really got a lot out of the session. Much more than I expected!"*





## Leading Out Loud.

Provider: Anneli Blundell

Participant feedback: *"This course has given me more confidence to speak up and not be so worried that I'll say something wrong. It's also inspired me to take a look at where I see myself in the future."*

*"An engaging, interesting, thought provoking day."*

*Anneli is fantastic in challenging the group for their growth and can demonstrate the skills she is promoting."*



## Metrics that Matter.



Provider: Michelle Redfern

Participant feedback: *"A tricky topic to keep the energy in room high and Michelle did a fabulous job."*



## Unleash the Power of Diversity.

Provider: Advancing Women/Michelle Redfern

Participant feedback: *"The presenter's knowledge and passion created the vibrancy."*

*"Key takeaways: Fair go is a different view on diversity, which I liked. Don't assume that you understand a minority's point of view."*

*Still a long way to go."*



# Endorsed Providers

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NAWO is proud to endorse key subject matter experts and has established collaborative partnerships with the following organisations in order to secure special access for our members – whether it be in the form of member discounts or specifically tailored programs.

- Achieving Synergy
- Advancing Women
- Anneli Blundell
- Career CEO
- KB Coaching
- Prism Performance
- Springfox
- Talkforce
- Travis Liersch Consulting
- Culturise
- Diversity Now



## Project 'i'

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Project 'i' is a project-based, paid internship program for female university students, developed by NAWO in conjunction with PATH4 Graduates. This year we celebrated the outcomes our interns enjoyed at the following member organisations by developing insightful case studies (uploaded on our website). At close of financial year, there is one internship underway at Coles Supply Chain.

Participating member organisations:

- Asahi
- Coles
- Diageo
- Dulux
- Orora



**PATH4 GRADUATES**  
GRADUATE PARTNER PROGRAM





# Mentoring Circles

---

NAWO's flagship mentoring program, **Mentoring Circles**, partners Executive Mentors, senior leaders from within the NAWO network with a proven track record in senior operational roles, with groups of five to eight high potential women to guide them through a series of six mentoring sessions. It delivers tremendous outcomes for all involved.

#### FY2018/19 OUTCOMES:

- 9 Mentoring Circles completed, with another 20 groups commenced in 2019
- 29 Executive Mentors were involved with Mentoring Circles during the year.
- 140 mentees were involved with Mentoring Circles during the year.

"David Griss of Asaleo Care was our group mentor. He was great for helping us to set career goals and personal development plans. We were all very similar in our

career level and we all decided what topics we wanted to cover over the six sessions. It was a great fit with all of the women." – Emily Trott, NAWO Mentoring Circles participant

"I believe NAWO can play an important role sharing best and contemporary HR management practice and foster a mentoring/coaching culture." – Mentoring Circles participant

**"Diana held everyone accountable to host a session and therefore do the research and write the presentation in conjunction with her." – Mentoring Circles Participant**

NAWO's Vision – 'a world where women and men can be equally represented and valued at every level' – remains unchanged. But as we head into FY2019/20, we have refreshed our 6 Key Learning Priorities to ensure they continue to best prepare our members for the ever increasing pace of change in operational environments.

# Looking Forward

## What does this mean for NAWO members?

Under an overarching theme of 'future-focused and adaptive learning', NAWO will embed five 'refreshed' action-oriented Learning Priorities:



We have also identified and will be actively encouraging members to adopt

---

## **NAWO's 9 Organisational Levers for Gender Balance:**

- 1.** Unwavering leadership commitment to diversity
- 2.** Clearly articulating the benefits of diverse teams at all levels
- 3.** Fostering a values-based, inclusive and respectful culture every day
- 4.** Engaging and supporting senior leaders and managers as role models and champions of change
- 5.** Getting the basics right — goals, policy, reporting, and accountability
- 6.** Ensuring that hiring, promotional and remuneration processes embrace a diverse talent pool
- 7.** Enabling parents to 'share the care'
- 8.** Effectively managing transitions to and from extended leave
- 9.** Offering employees the flexibility to align high performance work with their other life priorities





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Women in Operations**