

**National Association of
Women in Operations
Annual Report 2016-17**

**inspiration
at work**



NAWO



about us

NAWO is the peak body championing women in operations.

NAWO is an incorporated not for profit organisation lead 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

Developing the pipeline of female talent in operational environments (increase # of promotions, decreased dropouts, increased # female recruits).

Equipping women with the tools, resources and networks they need to successfully drive and navigate their own careers.

Working actively with organisations to achieve step-change progress in their attraction, development and retention of women.



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separate lift-out section



chair's report

One day in 2010 one woman did one thing. She picked up the phone and made 10 phone calls, to the HR Directors of her customers, and invited them to send one of their executive women to a lunch to discuss the experiences of women in operational companies.

Out of that one small act came the realisation that those organisations did not have 10 executive women to attend the lunch. In fact, there were only three. It was Lisa Eccleston at Orora who made that call. For me, as one of the three executive women, it was a call to action - this was a problem that could be solved.

It was with the efforts and goodwill of a small group that NAWO was born. In 2011 we formalised as a not for profit operating in one state only - Victoria. Today we operate in five states - Victoria, New South Wales, Queensland, Western Australia and South Australia - with 56 major employers and approaching 5000 women and men all working together to develop the pipeline of female talent.

Now, six years on, I am at the end of my Board Chair term, feeling a little sad that my child is leaving home, but delighted that a new Chair has been appointed from within. I have seen Megan McCracken lead the WA Chapter for several years now - she is a dynamic woman who can climb mountains.

cult conversations, yet they manage to do so while remaining calm and considered. NAWO's Board is also very actively involved with NAWO's successful operation and members contribute their time with great generosity.

Also departing the board as of July 2017 is Stephanie Christopher, whose input and intelligent counsel has been highly valued by the Board. Thank you, Stephanie!

Thank you to everyone who has supported both NAWO and myself over the past six years. I know that you will give Megan the same; as well as Louise Weine and her terrific team who help make this marvellous organisation what it is.

Angela Tatlis
National Chair

“...it was a call to action - this was a problem that could be solved.”

Megan will bring a different set of skills, ones that will help NAWO continue to flourish, and, as an Ambassador, I will be watching, participating and doing my bit on the side to continue to help Australian women. Megan will enjoy, as I always have, the full support of the dynamic and utterly inspiring leaders that make up the NAWO Board.

Without exception NAWO's Board members have always been passionate about creating opportunities for greater gender diversity and are not afraid to have diffi-



Angela participating in a panel discussion at Chobani's annual Women's Leadership Event



Angela Tatlis with incoming Chair, Megan McCracken



“All of the points raised & discussed are relevant to every individual at some point in their career. With change being so prevalent in the current market – it’s very topical!”

EVENT FEEDBACK 2016/17



national director's report

In 2016/17 NAWO has continued to progress initiatives in line with our strategic plan. Corporate member growth, a broader member offering, and continued excellent feedback from our participants are the topline achievements for this year.

Our focus has been to support and inspire women to reach their full potential and achieve their chosen career goals. Our offerings of Quick Bite and Professional Development Events in each state have once again been successfully delivered in line with our plan, structured around our 5 key Learning Priorities.

Our South Australian chapter launched in August 2016 and we had a tremendous turn out at the launch event, hosted so generously by CCA. With a fabulous committee in place, so capably led by Jenny McAuliffe, we are very excited about the future of the SA NAWO network.

Our Mentoring Circles program continues to deliver exceptional outcomes for both participants and mentors alike and we have Circles operating in every state. From July 2016 to end of financial year we had 103 mentees and 19 mentors participating in the program.

Our expanded offering in our suite of Professional Development Programs continues to obtain high feedback ratings. All our pro-

grams have been specially selected to suit the needs of women in operations, again focused around our 5 Key Learning Priorities, and facilitated by some of Australia's foremost leadership and professional development consultants. We have partnered with highly regarded providers to deliver accessible and focused professional development, resulting in transferrable skills and knowledge that we know will help women take charge of their own career and give them every chance of achieving their goals. Programs have been purposefully kept to one day in duration, and we have negotiated with providers to ensure our members receive these programs at a discount to normal market rates.

Our wonderful volunteers in our state committees continue to provide the frontline support for the network in every state, and without them NAWO would not exist. The calibre of the women 'leaning in' to support the work NAWO does is inspiring and the support they provide is critical to our growth and success. You can read more about our wonderful state committee members in this annual report.

Member growth has steadily increased to 56 Corporate Members. We are edging closer to 5000 direct subscribers in our network and, with employers such as BHP Billiton, Dunlop & Goodyear Tyres, APA, News Corp, Chobani, Intrepid Travel and Costa Group joining our existing corporate

"The calibre of the women 'leaning in' to support the work NAWO does is inspiring and the support they provide is critical to our growth and success."





membership, NAWO has the potential to reach 300,000 employees across Australia.

This extended reach provides the opportunity for far greater learning and knowledge share. It also presents us with a clear challenge to find effective ways to extend the reach of NAWO programs and activities into new locations and to a broader audience, particularly in regional Australia. As a result, in 2017/18 our focus will be on facilitating increased opportunities for knowledge share and on extending our offering into regional locations.

Significantly, we are very fortunate to have just received a Federal Government Grant, from the Office for Women, under their 'Women's Leadership Development Scheme' that will kick start our regional strategy, enabling us to pilot 'livestreaming' technology. This technology will help us leverage our existing network and content - effectively broadcasting it to regional locations. The use of such technology is one key component of our strategy. We are also working to form Regional Committees and establish a parallel network to our metro-

politan based State Committee structure. This will be supported by a new regional level of membership.

Overall we are very pleased with the achievements of the whole NAWO team, employees, consultants and volunteers and we are very much looking forward to continued growth, focused on regional delivery and sharing of ideas and practices that will benefit the entire NAWO network.

Finally, on behalf of the entire NAWO network, I would like to acknowledge and thank Angela Tatlis for her vision, drive and determination to realise a world where women and men can be equally represented and valued at every level. As the Founder and Chair of NAWO, she has inspired so many to reach their potential and also help others up the ladder. She really is inspiration at work!

Louise Weine
National Director



“I think all of the speakers brought a genuine approach to their topics.”

“Great opportunity to hear from two great leaders and to meet people from similar industries.”

EVENT FEEDBACK 2016/17



our year in numbers

14

NEW CORPORATE MEMBERS



74% INCREASE IN THE NUMBER OF INDIVIDUAL MEMBERS

GOLD MEMBERS



AUSTRALIA POST, BEVCHAIN LOGISTICS, BHP BILLITON, BP AUSTRALIA, BUNNINGS, CALTEX, COCA-COLA AMATIL, COSTA GROUP, HAWKER-PACIFIC, LINFOX, NEWS CORP AUSTRALIA, OFFICEWORKS, O-I, ORORA, PARMALAT, PROGRAMMED, RIO TINTO, TOYOTA, VISY

SILVER MEMBERS



ABB AUSTRALIA, APA GROUP, ARTC, ASAHI BEVERAGES, ASALEO CARE, BIS INDUSTRIES, BLUESCOPE STEEL, BROOKFIELD RAIL, BULLA DAIRY, CHEETHAM SALT, CHEP AUSTRALIA, CHOBANI, CSL, CUB - SABMILLER, DIAGEO AUSTRALIA, DULUXGROUP, FREMANTLE PORTS, GEORGE WESTON FOODS, GOODYEAR & DUNLOP TYRES, INCITEC PIVOT LTD, INTREPID GROUP, ITW, KIMBERLY-CLARK, LION CO, MCCAIN FOODS, MONDELEZ, PACT GROUP, PEPSICO, PPG, RIDLEY, SPC ARDMONA, SUNRICE, UNILEVER

BRONZE MEMBERS



COCHLEAR LTD, COLGATE PALMOLIVE, CORIOLIS CONSULTING, SELECT HARVEST, UGL LTD

POTENTIAL REACH:
↑ 300,000
CORPORATE MEMBER EMPLOYEES

146
NAWO'S NETWORK OF EXCEPTIONAL VOLUNTEERS



7 PROJECT 'i' INTERNSHIPS COMMENCED

33 TOTAL EVENTS
↑ 30%

70

GUEST SPEAKERS

EVENTS BY STATE

VIC - 8 attendees 581 (↑ 83%)

NSW - 8 attendees 415 (↑ 22%)

WA - 7 attendees 331 (↑ 21%)

QLD - 6 attendees 253 (↑ 7%)

SA - 4 attendees 240

AVERAGE EVENT FEEDBACK SCORE 4.27

AVERAGE PROGRAM FEEDBACK SCORE 4.5

(OUT OF 5)

1820
NAWO EVENT PARTICIPANTS
↑ 45%

15
PROFESSIONAL DEVELOPMENT PROGRAMS

179 NAWO PROFESSIONAL DEVELOPMENT PROGRAM PARTICIPANTS

103 MENTEES PARTICIPATED IN NAWO MENTORING CIRCLES

A woman with blonde hair tied back, wearing a dark blue top, is speaking into a microphone at a podium. She is gesturing with her hands. The background is blurred, showing other people and a bright, indoor setting.

highlights

Successful launch of NAWO's South Australian Chapter with 100 guests in August 2016, and the subsequent uptake of NAWO's offering of events and programs in the state.

Obtaining legal Equal Opportunity exemptions in order to establish NAWO Project 'i' paid internships for female undergraduates in partnership with Path4Graduates. This has now been launched in VIC, NSW, SA, with 7 internships instigated and plans well developed for expansion of the program.

Continued significant growth in NAWO's membership network, approaching 5,000 subscribers and potential reach of over 300,000.

Substantial expansion of NAWO's Mentoring Circles Program, to work with 19 Executive Mentors and 103 mentees.

Kicking off NAWO's Regional Delivery program, with SunRice hosting 100 guests in Leeton for the first regional event and the establishment of NAWO's Riverina Regional Committee.

Obtaining a Federal Government Grant under the 'Women's Leadership Development Scheme' that will enable NAWO to pilot livestreaming technology that will facilitate interactive delivery of NAWO events to regional and remote locations.

Expansion of NAWO's suite of Professional Development Programs that are aligned to the 5 Key Learning Priorities.

Publishing an online toolkit, an initiative of NAWO's VIC State Committee, to assist NAWO Corporate Members with planning activities to celebrate International Women's Day.

Significant increases in the number of attendees at NAWO events in every member state.



the story of NAWO

“Never doubt that a small group of thoughtful, concerned citizens can change the world. Indeed it is the only thing that ever has.” – Margaret Mead

This simple statement by a renowned American cultural anthropologist encapsulates the founding of the National Association of Women in Operations, and the groundswell of supporters for a world where women and men can be equally represented and valued at every level.

However, change is driven by catalysts. And the catalyst for NAWO was Angela Tatlis.

Angela realised very early in her career that her astute head for business was her strength and real passion. However launching her career in supply chain came more by chance – “that was where my graduate program with Nestle concluded,” she explains.

Her career flourished and, when it came time to start a family, she was fortunate to be working for a pharmaceutical company with a very generous paid maternity scheme. This, along with an incredibly supportive husband, was a lifeline when she had four children in quick succession.

It wasn’t until she changed employers that she realised just how valuable, and rare, that paid maternity support was.

“Women in my new workplace kept asking me how I managed to juggle children and a career”, she ponders.

As the realisation grew that women were facing some very challenging issues trying to develop, or even just maintain, their careers, she received the phone call that was her personal call to action.

Lisa Eccleston of Orora had contacted the HR Directors of ten of her customers, and

invited them to send one of their executive women to a lunch to discuss the experiences of women in operational companies. “Out of that one small act came the realisation that those organisations did not have 10 executive women to attend the lunch. In fact, including me, there were only three.”

From the initial meeting, the decision was made to host an event. Fifty women came to the event, which was hosted by Mondelez and held in one of their training rooms. “The buzz of excitement in the room that followed the women into the carpark as they continued conversations well after the event had concluded demonstrated the need was real,” remembers Angela.

Off the back of the first event, other companies volunteered to host events, and they would invite both their women and their senior executives to attend and speak at the events. Thus NAWO’s model of women and men attending events evolved.

Orora was again the driver of change when hosting a second event. “The CEO, Nigel

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Angela Tatlis.**

Garrard, leaned in to ask if we had a website,” said Angela. “At that stage we didn’t have a website, we weren’t even an entity.



the story

We were just a group of volunteers who were passing the ball around hosting and organising events”.

“He donated \$5000, and we realised that we had no formal means of accepting money. We weren’t an entity. We had no bank account, so we had to formalise as an association, which meant we needed a Board, and suddenly everything snow-balled.”

NAWO’s Board was formed with a group of nine senior operational leaders, male and female, from big organisations. “At the board level we have a deliberate ratio of 30-40% men. To drive change, men must be part of it and they need to feel good about it,” says Angela.

The events became bigger and more structured, with more of a curriculum based approach.

“Then someone moved from Mondelez in Victoria to George Weston Foods in Sydney and the NSW chapter was born. Then someone moved to Perth and the WA chapter was born , and then QLD and SA!”

Angela believes it is a contagious goodwill of people making the time to do something and work together that has spurred NAWO’s growth.

“NAWO is incredibly positive. When you ask for help on something that people genuinely believe in, they will usually say yes,” she says.

Questioning is also pivotal to moving forward. “Tim Hart was the first CEO and the first male to join the board and he challenged every aspect of what we were doing and pushed our thinking. He is a perfect example of the generosity of people who are very busy when you are doing some-

“I have given a lot but I have also learnt a lot. And that is the beauty of NAWO.”

thing worthwhile”. While many people have indeed been willing to help, this is in no small part due to Angela’s remarkable energy, enthusiasm, ability to ‘work the room’ and build networks.

NAWO’s evolution to ‘Gen 2’ occurred with the pivotal transition from being a purely volunteer organisation to achieving membership numbers that could support a small paid staff. NAWO’s Board and State Committees also evolved, specifically targeting different skill sets and building tenure into roles to prevent becoming stale.

And so it is that Angela has reached the end of her tenure as the Chair of NAWO. She is justifiably proud of what the organisation has become, but also excited for its future.

“I have given a lot but I have also learnt a lot. And that is the beauty of NAWO. Everyone gets so much from it.”

On behalf of everyone who has been touched by the energy of NAWO, thank you, Angela Tatlis!





our people - the board



Angela Tatlis

NAWO Founder and National Chair
Regional Director, Asia Planning
O-I



Simon Bromell

Group General Manager Beverage
Orora Limited



Stephanie Christopher

Chief Executive Officer, The
Executive Connection, Australia
and New Zealand



Chris Lokum

Vice President HR
Fuels Asia Pacific & Air BP, BP



Ros McCarthy

General Manager International
Operations
Australia Post



Megan McCracken

General Manager - Safety, People
& Corporate Affairs
Brookfield Rail (now Arc
Infrastructure)



Catherine Fitzsimons

Director & Head of Operations,
Ward Air



Neil Fleming

NAWO Treasurer
General Manager Supply Chain,
Workwear Group



Kylie Fraser

Chief Executive Officer
BevChain Logistics



Carolyn Schrotten

Head of Procurement
Diageo Australia Ltd



Tim Wall

General Manager
Caltex Lytton Refinery



our people - honorary members



Lis Mannes

Operations & New Business
Development Director Tip Top
ANZ, George Weston Foods



Rebecca Roberts

VP Human Resources
ABB Australia



“Great presentation... I
took a lot of notes that
can now be incorporated
into my career
management process.”

EVENT FEEDBACK 2016/17



our people - the ambassadors



Phillip Austin

President
CHEP Asia Pacific



Annette Carey

CEO
Linfox Australia and New Zealand



Kathryn Fagg

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



Rebecca McGrath

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



Paul O'Malley

Managing Director and CEO
BlueScope



James Fazzino

Managing Director & CEO
Incitec Pivot Ltd



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

“I’m committed to change and recognise that change must come from the top. Becoming a NAWO Ambassador is a practical way to encourage more women to join Linfox and create an environment where women feel supported. Linfox regularly hosts NAWO events. We’ve had employees participate in Mentoring Circles and many of our people have attended NAWO Professional Development Programs. As a NAWO Ambassador I present to NAWO members on topics like leadership and career management.”

– Annette Carey - CEO, Linfox ANZ and NAWO Ambassador

Our approach at Incitec Pivot is to take a systemic approach to increasing gender diversity. We've reframed the role of women to say that women can work across the business. NAWO has played a really important role... It's one thing to put women into those roles, it's another thing to actually help them take up their role in those new roles and that's exactly what NAWO is about - women in non-traditional roles.

NAWO has done 3 things for us: Firstly, helped our women to understand and navigate through how the dynamics of IP work. Those dynamics are really important in ensuring you are effective in those new roles. Secondly, NAWO has provided a network for our women and also role models, which are really important when you are taking up new roles in an organisation. Thirdly, because the NAWO sessions are also attended by our men it has helped our men recognise what they need to do to make our women successful in non-traditional roles.

I'm privileged to have two fantastic women on our board in Rebecca McGrath and Katherine Fagg, who are both leading Australian business women and NAWO Ambassadors. A Board sets the tone for an organisation. They are role models of what can be achieved for our women, and they have also really helped me with my agenda to push gender diversity in the organisation. They have actually been key to our success.

If you look at our metrics now, 1/3 of our executive team are women, at the next level down 27% of our executives are now women, and 50% of our 'high potential' list are women. Within our women, 80% are either in new roles or expanded roles over the last 12 months. These output metrics highlight the importance of leadership from the board level.

- James Fazzino - Managing Director & CEO, Incitec Pivot Ltd and NAWO Ambassador



our people - the staff



Louise Weine
National Director



Allison Dodd
Programs Consultant



Sharon Grosvenor
Administrator



Ira Holbrook
Co-ordinator



Elizabeth Lindner
Communications Consultant



our people - the state committees

NAWO State Committees are comprised of industry volunteers (typically with experience as mid-level managers in large organisations), who work together to develop the calendar of events for each state.

NEW SOUTH WALES

- Diane Utatao**
NSW State Committee Chair
Principal, D&I Consulting Services
- Shannon Bell**
HR Manager NSW,
Orora Limited
- Melita Bevan**
Key Account Manager,
CHEP Australia
- 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**
Manager Customer Supply,
Kimberly-Clark
- Kamini Wijekulasuriya**
WSSC Manufacturing Manager,
Bluescope Steel

VICTORIA

- Jenny Gillam**
NAWO VIC Committee Chair
Director, Jenny Gillam Consulting
- Becc Brown**
Culture & Talent Specialist,
Orora Ltd
- Amy Demediuk**
Senior Counsel,
CSL Ltd
- Peggy Kalantzis**
Manager Speed Services, Parcel
Operations, Australia Post
- Virginia Stannus**
Client Service,
IRI-Aztec
- Selena Main**
Manager HR Finance and
Marketing, Mondelez
International
- Hiti Taluja**
Chartering Operations Manager,
Incitec Pivot Ltd
- Su Ann Teoh**
General Counsel Asia Pacific,
O-I Glass Australia
- Rachel Wolfe**
GM People, Business and Private
Banking, NAB

QUEENSLAND

- Kartini Oei**
QLD State Committee Chair
Transformation Manager - ANZ,
Air BP
- Hong Cao**
Corporate Supply Chain Manager,
ABB Australia
- Julie Evans**
Shift Production Manager,
Australia Post
- Jessica Perry**
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

WESTERN AUSTRALIA

- Anna Dartnell**
WA State Committee Chair
Group Manager Innovation
and External Awareness, Bis
Industries
- Aileen Armstrong**
Managing Director,
Achieving Synergy
- Natalie Brajkovich**
Specialist Resource Estimation
Geologist, Rio Tinto
- Tiffany Chown**
HR Lead - West Mining Services,
Orica
- Karleena Clarkson**
Customer Supply Manager - WA,
Bluescope
- Melanie Henley**
Manager Corporate Affairs,
Brookfield Rail (now Arc
Infrastructure)
- Gordana Medvesek**
Area General Manager,
Dyno Nobel Asia Pacific
- Jasmine Smith**
Administration Assistant
Accounting Orders, Growth &
Innovation, Rio Tinto

SOUTH AUSTRALIA

- Jenny McAuliffe**
SA State Committee Chair
Executive General Manager
People, Australian Rail Track
Corporation
- Elena Casciano**
Team Leader Corporate Business,
Australian Rail Track Corporation
- Katalin Charlton**
Network Logistics Manager SA/
NT, Australia Post
- Belinda Grant**
Manager Human Resources,
Orora Beverage - Glass & Closures
- Linda Medder**
Transport & Purchasing Manager
- SA, Bluescope
- Bettina Venner**
Manager Industry Participation,
Government of SA



our volunteers





our volunteers

One of the most remarkable facts about NAWO is the enormous network of exceptional volunteers.

NAWO's Board, Ambassadors, State Committees, Executive Mentors and event guest speakers are ALL volunteers. Put simply, NAWO would not exist without their support. That there are so many women and men willing to donate their time and expertise speaks volumes regarding both the support for and strategic importance placed upon operational gender diversity.

NAWO's State Committees take on the considerable task of planning and implementing an annual series of events aligned to NAWO's 5 Learning Priorities in their member state. This includes sourcing inspiring guest speakers, predominantly drawn from within the NAWO network, organising a host organisation and venue, and all aspects of delivering the event, with the support of NAWO's core administrative team.

This is in addition to their demanding 'day jobs'.

In the 2016-17 financial year, feedback scores from NAWO's events averaged 4.27 out of a maximum possible score of 5, an outstanding result.

Another group of 'unsung heroes' worthy of special mention are the people within our event host companies who assist the event organiser to run events. These people are critical to good event outcomes and NAWO is deeply indebted to their service.

Following are some highlights of the past 12 months from our State Committee Chairs...



our volunteers



Jenny Gillam

VIC State Committee Chair
Director, Jenny Gillam Consulting

The stable and highly committed Victorian State Committee has had another great year of success and growth. We were very busy, running 7 Quick Bite events and participating in a range of other activities. Our thanks and best wishes are extended to Dawn Griffiths, who stepped down from the Chair position in March due to work commitments, and to Christina McIntosh of Orora, who was replaced by Becc Brown. Also from Orora. I stepped up as Chair in April 2017.

Special thanks to all of our Victorian guest speakers, and to the organisations that so generously hosted our events, including: Linfox, Orora, CSL, SPC Ardmona and Mondelez.

We take feedback on our events very seriously and use it to measure what is working well and where we can improve. Our members are very interested in hearing from speakers who have a big impact and are willing to share how they have overcome struggles and hardships. We have learnt that it is important to allow enough time for speakers, even if this means limiting events to one or maybe two speakers per event. Providing a NAWO update at the beginning of events is important for ensuring people are aware of upcoming events and significant achievements. Most importantly, attendees always want time for networking.

The committee meets 11 times per year and plans to have at least 2 of these meetings face to face. In addition to a successful calendar of events, a key achievement this year was developing the NAWO International Women's Day Tool Kit - an initiative suggested by Peggy and Virginia at one meeting, then developed as a team project. Hopefully this can be the foundation for further developing the tool kit in the coming year.



our volunteers



Diane Utatao

NSW State Committee Chair
Principal, D&I Consulting Services

NAWO's NSW State Committee co-ordinated 6 Quick Bites over the 2016/17 financial year, with fantastic guest speakers at each event, in addition to the Professional Development Events. Company hosts included: McWilliam's Wines, Metcash, Asahi Schweppes, McKinsey, Orora and CHEP Australia. One of many highlights was Phillip Austin, President - CHEP Asia Pacific, sharing his personal story and why he chose to become a NAWO Ambassador.

We expanded our committee from 6 to 9 members and enjoyed the support of NAWO Board Members Carolyn Schroten, a regular at our meetings and events, and Catherine Fitzsimons and Stephanie Christopher who attended events. On behalf of the committee and NAWO, thank you to Julie Cox (CCA) who stepped down from the committee in 2016.

With NAWO's current growth and interest in our Quick Bites, the events can quickly oversubscribe. We will be trying to source venues that can cater for larger numbers and think more creatively about how we can run back-to-back sessions with our venue hosts to ensure we can accommodate more members. We also look forward to the use of technology such as live streaming to aid this process.

We will also be looking for more opportunities to engage more men in our events, particularly on our panels and, where we have capacity, in our audiences.

It's a privilege and opportunity to Chair NAWO NSW to promote better understanding of gender equality and encourage women to step up and take control of their careers. NAWO helps me to keep connected with young women to gain a better understanding of the current issues they face. Some of these are legacy issues but there are also new challenges, such as the faster pace of change and smart technology which is blurring the lines between work and personal lives.

I love the sheer excitement and enthusiasm in the room at our events, getting to know our members, talking about their progress, challenges and hearing their feedback after the event. Fortunately I get to be involved in bringing a range of interesting topics to our events and hear the wonderful stories from our presenters.



our volunteers



Anna Dartnell

WA State Committee Chair
Group Manager Innovation and
External Awareness, Bis Industries

We had an extraordinary start to this financial year with the Federal Minister for Women, Senator the Hon. Michaelia Cash, sharing her passion for the economic empowerment of women with our members at a 'Sundowner' Quick Bite event. This has been followed by a range of inspiring leaders who generously shared their life and career journeys with warmth and openness - undoubtedly highlights have included Fiona Harris and Vanessa Guthrie, and the amazing Dave Fyfe, a survivor of the 2002 Bali bombings.

We are always grateful for the support of our generous host organisations who willingly put their faith in us and open their door to our members. Our program wouldn't be possible without their generosity. FY17 hosts included Corrs, GE, WesTrac, Western Power, the Public Transport Authority, and Brookfield Rail.

With fantastic new member organisations coming on board, it has been great to see the diversity in NAWO's membership come through in the event participation. Starting to hit sold out bookings at events has been an exciting challenge! It's certainly a great sign that our development activities are attractive to our members. It also means that we're looking for hosts who can accommodate bigger groups.

AS FY18 commences, the WA State Committee must say thank you and farewell to two members. Athanae Lucev, an active and enthusiastic member of the NAWO team since 2013, has relocated to Italy (lucky lady!), and Natalie Brajkovich will shortly be taking a leave of absence when she welcomes her second child. We wish them both all the very best. We have welcomed to the committee Jasmine Smith and Natalie Brajkovich, both of Rio Tinto, and Melanie Henley, Brookfield Rail (now Arc Infrastructure).

I love the inclusivity of NAWO and believe we offer something really quite unique. The range of industries that we can pull into a room is really powerful and I see these broad industry connections offering long-term career value for the people within our network. We take event feedback to heart and we've had so many people reach out through NAWO and tell us that our events are really valued and that's incredibly rewarding. I love learning about our speakers as we curate the program over the year, thinking about what we can draw out from the speaker's story and experiences and share with a broader audience.



our volunteers



Jenny McAuliffe

SA State Committee Chair
Executive General Manager
People, Australian Rail Track
Corporation (ARTC)

NAWO's South Australian Chapter was launched in August 2016, with Coca-Cola Amatil generously hosting around 100 guests and providing key note speaker, Kate Mason - CCA's Chief Transformational Officer. A panel discussion around female participation in male dominated fields, and insights into practical actions to address some of the barriers, set the scene for discussing the state of operational gender diversity in SA.

The launch event was followed by a further 3 events, with total attendances for the year totalling 240. Thanks to our hosts, including CCA, BlueScope and ARTC for supporting these events. The first SA Professional Development Program was also successfully subscribed and NAWO looks forward to expanding this offering in the coming 12 months.

The NAWO SA branch provides female professionals with a forum in which to share experiences, learn from one another and make strong connections without having to travel Interstate to establish these networks. It has been exciting to have a strong response to establishing NAWO in SA.

On behalf of NAWO and the SA State Committee, thank you to Amanda Cech and Amanda Charalambous for being part of the inaugural SA State Committee, and welcome to Elena Casciano of ARTC, Katalin Charlton of Australia Post and Bettina Venner of the SA Government who have all joined the committee.



our volunteers



*Inaugural NAWO SA Committee
left to right: Amanda Charalambous, Linda Medder, Jenny McAuliffe,
Amanda Cech and Louise Weine*



our volunteers



QLD State Committee members running for NAWO
left to right: Kartini Oei, Josephine Rahman and Davina Shearer



our volunteers



Kartini Oei

Queensland State Committee
Chair
Transformation Manager - ANZ,
Air BP

NAWO's QLD State Committee enjoyed welcoming a number of new organisations and faces to our events, as well as seeing familiar faces return. By creating events that focus on issues not always discussed - such as building a second career, navigating corporate politics, innovation in traditional industries - we hope to complement what is being offered through our members' organisations and support women to achieve their career goals.

Huge thanks to the teams at Orora, Sunsuper and Linfox who hosted NAWO events for the first time and provided guest speakers; and to the teams at Incitec Pivot and Caltex who re-hosted. We salute all of our speakers for willingly sharing their knowledge and point of view.

The QLD State Committee members work tirelessly in the pursuit of supporting QLD women in operations and know how to have a laugh while doing it. On behalf of the committee, I farewell and thank Lisa Meader of Incitec Pivot for her involvement and welcome Janelle Wieden, Customer Service Manager Orora Fibre Packaging and Davina Shearer - Diversity and Inclusion Adviser, Incitec Pivot.

Going forward we aim to engage male colleagues in the conversation in a way that is respectful and authentic so that we increase the ground swell of support.

There is a saying in my organisation that 'what you walk past is what you accept'. As a leader who is passionate about developing people and helping them achieve their career goals, being the State Committee Chair enables me to personally and professionally contribute in a more meaningful way. As corny as it sounds, I hope that the world is a little bit of a better place when I go home at night.



project i

One of NAWO's most exciting initiatives for 2016/17 was project 'i' – a collaboration with PATH4 Graduates to offer project based, paid internships for female university students. The aim is to attract talented women to operational careers in order to build the female talent pool and pipeline.

NAWO corporate members can apply for an intern to complete a suitable project in an operational function within their business, such as manufacturing, procurement, health and safety, packaging, engineering, logistics and warehousing, freight and transport, IT, cost/management accounting, environment etc. Projects must have clearly defined outcomes and objectives, and be able to be completed by the intern on a flexible basis in conjunction with their university studies.

Payroll for interns is managed by Path4Graduates and corporate members are invoiced by Path4Graduates on a monthly basis. Interns are paid at the award rate relevant for the project and commensurate with their qualifications and experience. Seven interns commenced placements through Project 'i' within the financial year, and the program is set to expand significantly in the coming twelve months.



“We got involved with Project ‘i’ which is an intern program which NAWO facilitated for female talent at university and we brought in a sustainability and environment professional for an internship. We are now looking at bringing in more interns over the course of this year. In fact it is one of the key pillars of the gender diversity strategy in one of our business units.”

– Becc Brown, Human Resources Business Partner – Corporate, Orora Ltd



“As an industry, we have work to do. My recent experience setting up a high tech line in our facilities found that, despite Asahi's best effort to find female talent, I have a new team of 12 males that are highly technically proficient and culturally aligned and diverse in their experience and backgrounds, but still all males. By tapping into NAWO's Project 'i' Internship program for female undergraduates we have very real potential to generate positive change for the future of our industries.”

– Tania Montesin - Regional Manufacturing Operations Manager Northern, Asahi Beverages



event highlights

NAWO's annual event offering includes Quick Bites, Professional Development Events and Industry Solutions events. All are aligned to NAWO's 5 Key Learning Priorities. Events are planned and executed by NAWO's State Committees and core team of staff, with host organisations, drawn predominantly from within NAWO's Corporate Membership, generously providing suitable venues.

Working on the premise that 'you can't be what you can't see', NAWO events showcase outstanding operational and industry leaders, both female and male, as guest speakers. Site tours are also a feature of our events.

A total of 33 NAWO events – an increase of 35% – were hosted in 2016-17, with a total of 1820 attendees – an increase of 45%. Of the 33 events, there were 25 Quick Bites, 5 Professional Development Events and 3

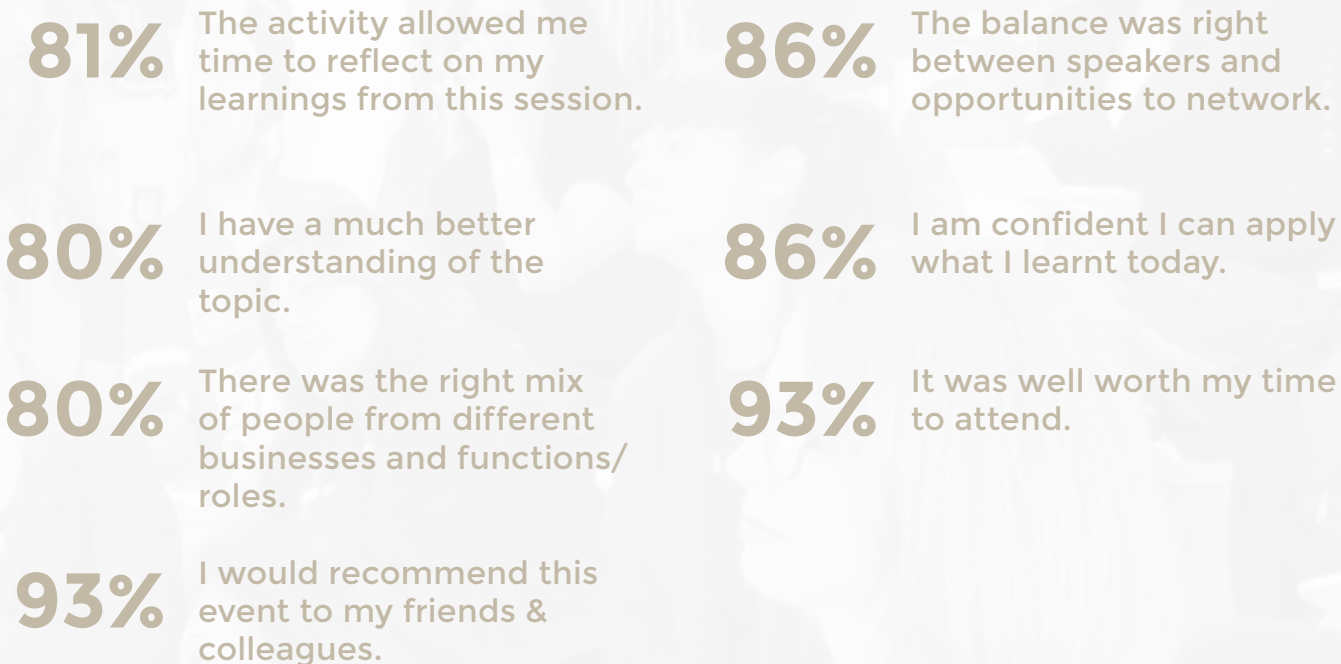
Industry Solutions events. We were incredibly privileged to have 70 inspiring guest speakers volunteer their time to speak at our events.

While there were many highlights over the year, two stand out as being significant milestones:

- The launch of NAWO's SA Chapter in August 2016
- NAWO's first regional event, hosted by SunRice in the Riverina town of Leeton, which has paved the way for the establishment of NAWO's first Regional Committee.

Event feedback scores

Event feedback scores remained healthy, achieving an overall average score of 4.27 (out of max 5).



Quick Bites: Short, affordable and highly engaging, NAWO Quick Bites are informative networking events that are hosted by NAWO member organisations and presented by recognised industry leaders.



Professional Development events: These practical events are designed to share knowledge, develop leadership skills and inspire innovation and gender diversity in leadership.



Industry Solutions events: Designed to generate high level conversations and debate, based on solid research and practical knowledge, Industry Solutions events bring leaders together to understand and learn, providing a forum for participants to discuss and develop practical solutions to gender diversity challenges.



events - thank you

Thank you to the following wonderful speakers who generously volunteered their time to support NAWO:

Roheen Ali, CHEP Australia
Sue Anderson, SKA Enterprises
Aileen Armstrong, Achieving SYNERGY
Kari Banick, Metcash
Katrina Bromell, KB Coaching
Annette Carey, Linfox Logistics
Michaelia Cash, Senator the Hon.
Ljiljana Celic, CHEP Australia
Dianne Charman, Jade Financial Group
Andrea Clarke, Career CEO
Sarah Collis, Linfox
Monica Considine, McWilliam's Wines
Miriam D'Souza, McKinsey & Company
Andrea Davis, CHEP Australia
Rachael Davis, Incitec Pivot Limited
Kristan De Sousa, Six Degrees Executive
Lisa Dent, BlueScope
Jennifer Elliot, Integrity and Values
Kate Farrar, McKinsey & Company
Alex Fisher, Linfox

Kylie Fraser, Bevchain Logistics
Anne Fuchs, Sunsuper
David Fyfe, Western Power
Kylie Gallasch, ARTC
Rachel Gherbesi, Linfox
Monika Gietz, ABB Enterprise Software
Natasha Groves, Orora Bag Solutions
Vanessa Guthrie, Toro Energy
Mary Hackett, G.E. Oil & Gas
Margo Halbert, Consultant
Fiona Harris, Oil Search Limited
Tim Hart, Ridley Corporation
Louise Hendry, CHEP Australia
Wendy Herdman,
Amy Hodgson, McWilliam's Wines
Shane Hughes, Mawson Consulting
Thea Jackson, Caltex Refineries
Craig Jackson, Orora
Danielle Kavanagh, Orora
Katie Kelly, AIS

Jackie Kruger, Leeton Shire Council
Jackie Lawrence, ARTC
Brian Lowe, Orora Fibre Packaging
Fiona Magnus, BlueScope
Anita Maguire, Orora
Namrata Makkar, McWilliam's Wines
Kate Mason, Coca-Cola Amatil
Jenny McAuliffe, ARTC
Megan McCracken, Brookfield Rail
Rebecca McGrath, JP Morgan
Peter Metcalf, BP Australia
Tracey Morris, Webster Ltd
Jackie Muscat, Orora
Ben Nicholson, BlueScope
Kate O'Callaghan, Southern Cotton
Julie Reddoch, Mondelez International
Debbie Reich, Linfox
Genevieve Rueger, Australian Defence Force
Paul Scoullar, SunRice

Peta Sigley, The Resilience Institute
Owen Thomas, Public Transport Authority WA
Jane Thomson, McKinsey and Company
Con Tragakis, SA Chief for Gender Equity
Katie Tully, BlueScope
Belinda Tumbers, Kellogg
Linda Venables, Metcash
Vikki Venables, Linfox
Tracey Wagner, Asahi Beverages
Nicole Zanette, Orora
Christopher Zyner, Orora Fibre Packaging



Former NAWO NSW State Committee Chair Carlee McGowan.



“I really enjoyed the variety offered by the speakers (communication style and content). The session captured my attention from start to finish.”



NAWO NSW State Committee Chair Diane Utatao (left) with former NSW State Committee Chair Carlee McGowan

“CHEP did a wonderful job of hosting the NAWO event and I really came out of the event feeling more confident and empowered.”



Phillip Austin speaking at a NAWO NSW Quick Bite hosted by Chep.



NAWO's Riverina event, hosted by SunRice in Leeton.



NAWO VIC's Quick Bite hosted by Linfox, left to right: Tracie Warrener (Linfox), Allison Dodd (NAWO), Laurie D'Apice (Linfox), Jenny Gillam (NAWO), Debbie Reich (Linfox).

“Such a fantastic session. The engagement with the audience and relevance of the topic was extremely helpful.”



Chris Khor (left) and Angela Tatlis, panelists at Chobani's annual Women's Leadership Event.



NAWO VIC Industry Solutions event hosted by Orora. Left to right: Tim Hart, Rebecca McGrath, Kristan De Sousa, Craig Jackson, Simon Bromell.



Kate O'Callaghan (left) and Louise Weine at the NAWO Riverina event hosted by SunRice.

“This was my first NAWO event and I’m really excited to attend more. I found it incredibly valuable. I’m hugely appreciative of the time put into creating this event and the work material. Thank you to all.”



Olympians inspired guests at a NAWO VIC Quick Bite hosted by BlueScope.



Senator The Hon. Michaelia Cash with WA State Committee Chair, Anna Dartnell.



our programs

PROFESSIONAL DEVELOPMENT PROGRAMS

NAWO's offering of members only Professional Development Programs (PDPs) expanded significantly over the financial year, with a total of 15 workshops being run nationally with 179 participants. Average feedback score for NAWO's PDPs was very strong at 4.5 (out of max 5).

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. We have also established collaborative partnerships with the providers of these programs to secure special access for our members – whether it be in the form of member discounts or specifically tailored programs. Corporate Members can either sponsor individuals to attend PDPs or opt to run the workshops for their teams in-house. Several NAWO members have embraced this opportunity - including Asahi, Orora and Bevchain – and we anticipate growth in this area as more individuals who attend the workshops demonstrate the level of skills they are bringing back to the workplace.



Olympians inspired guests at a NAWO VIC Quick Bite hosted by BlueScope.

“NAWO stands out in the Industry by preparing relevant training and support. I hope its reach expands and more women promote this initiative.”

- Yelitza Guerra, Supply Chain Executive

COMMUNICATING WITH AUTHORITY

Presented by Andrea Clarke, 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.

“This workshop should be compulsory for businesses that care about developing talent”

- ‘Communicating with Authority’ workshop participant



Kate Farrer and Miriam D'Souza of McKinsey & Co, speakers at a NAWO Quick Bite



our programs

ALLOWING OTHERS TO HAVE YOUR WAY

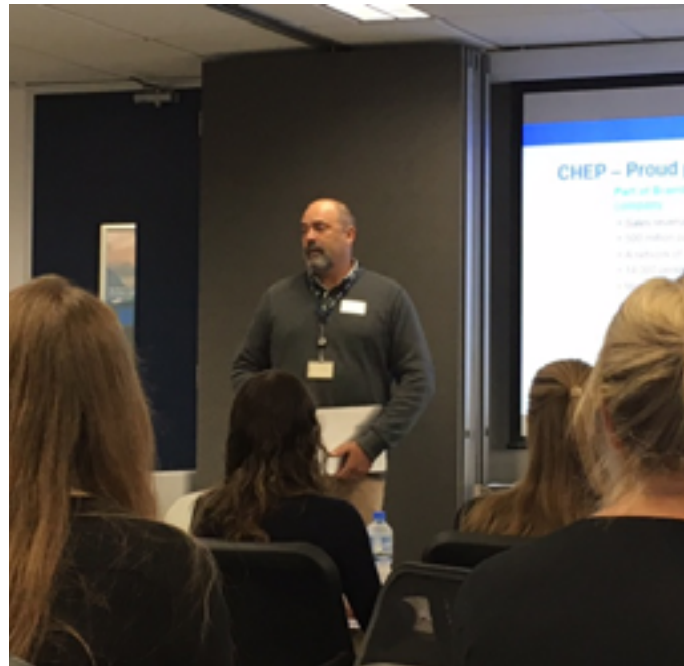
Facilitated by Julie Holman of Talkforce, this workshop hones influencing and negotiation skills so that participants can increase performance and consistently achieve more favourable outcomes.

“Keep up the great work NAWO. The facilitator is amazing and brought so much personality and experience to the workshop. Well done, I look forward to the next event.”

“Excellent... delivered above and beyond my expectations.”

“Every moment had me locked in.”

– ‘Allowing others to have YOUR way’ workshop participants



DEVELOPING AND SUSTAINING HIGH PERFORMANCE

Facilitated by Peta Sigley or Madeleine Shaw of the Resilience Insititute, this workshop teaches participants to take control and stop being at the mercy of one's environment and, rather than shrinking from adversity, embracing the challenge and finding opportunity. It is an evidence-based, integral method for professional and personal performance and fulfilment that equips participants with the knowledge, skills and inspiration to achieve sustainable high performance with health and happiness.



“This is a great program and I have run it with the last two teams I have worked with, I can't recommend it highly enough. A key skill to learn when in the somewhat chaotic work/life moments in time.”

“Excellent content delivery and this course should be a mandatory course for leaders.”

“I have recommended that the program is brought into the company. Excellent... Just brilliant.”

– ‘Allowing others to have YOUR way’ workshop participants



our programs

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.

“Fantastic simulation – exposing business strategies and random group allocation was good to be able to share different ideas”

- ‘Commercial Acumen? Game On!’ participant

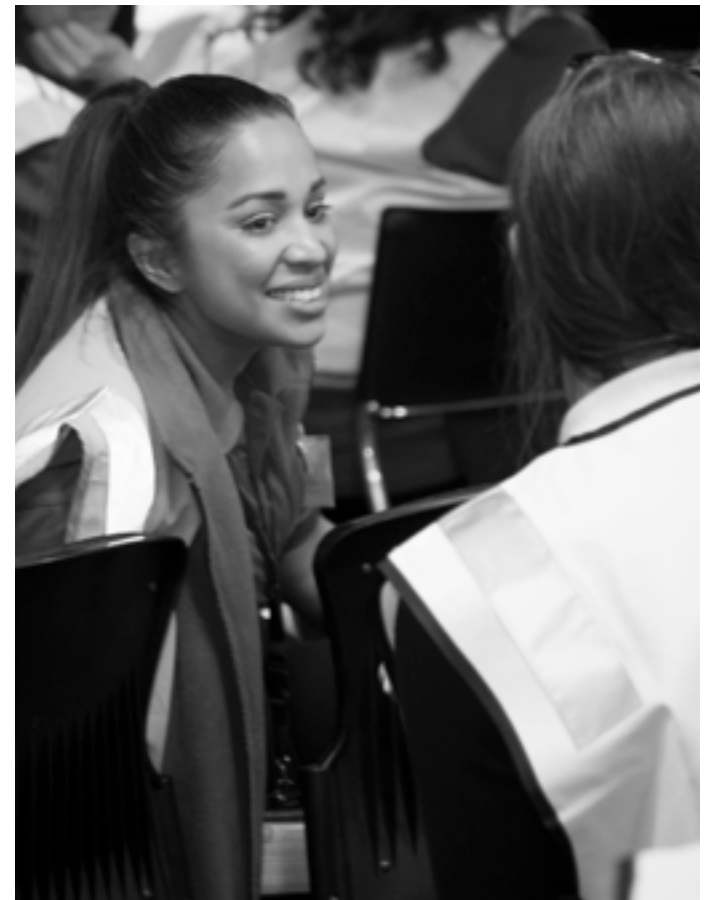


“We ran the program with our NextGen team who are our emerging leaders. They absolutely loved it and all have stated it’s the best course they have participated in...”

- Kylie Fraser, CEO, BevChain

MENTORING CIRCLES

NAWO’s Flagship mentoring program continues to grow, with numbers of both Executive Mentors and mentees increasing significantly in 2016/17 to 19 and 103 respectively. Executive Mentors with a proven track record in operations leadership are partnered with groups of 5-8 high potential women to guide them through a series of 6x90 minutes sessions over 36 weeks.



Brookfield Rail (now Arc Infrastructure) became involved with NAWO IN 2013. At that time I also joined the NAWO Board. Our involvement in NAWO is part of our commitment to gender diversity in this company. We support NAWO in a range of ways, from hosting events to me being an Executive Mentor. I am currently convening a group of 4 mid-career women from operating businesses and it has been a fantastic opportunity. I learn as much from the mentees as I hope they learn from me.

Mentoring is one of the strongest ways I know to help women come to terms with what they can do next in their career but as a mentor I learn so much more about what the needs of that group are, I learn much more about myself and I gain some skills as well. I think that whole process of mentoring is great for both parties.

- Megan McCracken - General Manager - Safety, People & Corporate Affairs, Brookfield Rail



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 Influence**
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:

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 organi-

sation. 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 Influence

Negotiating 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.



our members and supporters

GOLD MEMBERS



SILVER MEMBERS



BRONZE MEMBERS





NAWO
inspiration at work

National Association of Women in Operations
Want to find out more about membership?

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