



Activating the levers for gender balance.

“At my core it’s always been that I have found such fulfilment in operations across my career and yet the participation of women in these roles and industries is statistically very low, which puzzles me. I’ve long since stopped being the only woman in the room, which is fantastic but I’d love to see our vision of a world where women and men are equally represented and valued come to life.”

– ANNA DARTNELL, GENERAL MANAGER BULK – IRON ORE AND CENTRAL, AURIZON, NAWO BOARD MEMBER



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ABOUT US

NAWO is the peak body championing women in operations.

NAWO is an incorporated not-for-profit association 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

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.

“I joined NAWO because I am passionate about women achieving their full potential and society benefiting from having access to 100% of its talent and skills. NAWO is a pragmatic organisation that educates both women and men to help achieve this objective.”

- TIM HART, CHAIRMAN, NSX LIMITED & ISIGNTHIS LTD, NAWO AMBASSADOR AND FORMERLY NAWO
PUBLIC OFFICER/SECRETARY

NAWO is proud to be associated with an engaged network of Individual and Corporate Members who share our commitment to inspiring and driving positive change for gender balance in operations. Together we are investing in our future vision of women and men being equally represented and valued at every level.

NAWO CORPORATE MEMBERS (CURRENT AS OF JUNE 30, 2020)



PREMIUM GOLD CORPORATE MEMBERS
(SPONSORSHIP LEVEL)



GOLD CORPORATE MEMBERS
(NATIONAL MEMBERSHIP)



NAWO is proud to be associated with an engaged network of Individual and Corporate Members who share our commitment to inspiring and driving positive change for gender balance in operations. Together we are investing in our future vision of women and men being equally represented and valued at every level.

NAWO CORPORATE MEMBERS (CURRENT AS OF JUNE 30, 2020)

 SILVER CORPORATE MEMBERS (SINGLE STATE MEMBERSHIP)



 BRONZE CORPORATE MEMBERS (REGIONAL MEMBERSHIP)



“In the COVID-19 crisis, inclusion and diversity matter more than ever. Companies need to seize this moment – both to protect the gains they have already made and to leverage I&D to position themselves to prosper in the future.” – MCKINSEY AND CO

“The way that NAWO has been able to respond to the pandemic has been outstanding. The team have developed services and information that have been essential and compelling to assist our members through this difficult time. So exciting to be part of NAWO as we create the change.”

– JENNY GILLAM, DIRECTOR, JENNY GILLAM CONSULTING, NAWO VIC COMMITTEE CHAIR

Megan McCracken

Our vision is for a world in which women and men can be equally valued and represented at every level. While there has been an increase in focus on gender equity in the past few years, we still have a long way to go.

Research out of the Bankwest Curtin Economics Centre this year shows evidence of a causal connection between women in senior leadership and positive business outcomes, something we have seen strong correlation in for many years.

We know our members are on board with this message. The question we often get is “we have the desire, but how do we create change?”

That’s where our Nine Levers for Gender Balance come in. Launched this year to support our members the Nine Levers are a clear roadmap to follow and/or to check progress towards your goals.

The global pandemic saw us rapidly revisit our business model to ensure we continued to provide value to our

members. I wish to thank our whole team for responding so quickly. Within a matter of days, we transferred all our content online and have received some of our most positive feedback yet. Louise will detail our learnings in her report.

Earlier this year Tim Wall and Julie Ryan stepped down from the board. I wish to thank them both for their outstanding service to NAWO. We have grown enormously from their contribution. I look forward to announcing new members to the board early in the new financial year.

Finally, I’d like to thank all our volunteers. NAWO operates with a small paid office and a powerhouse of dedicated volunteers in our State Committees, our Board, and our Ambassadors. We can’t do this without you, thank you for your service, especially going above and beyond in 2020 during difficult times.



MEGAN McCracken
NATIONAL CHAIR
OWNER, PLEIADES CONSULTING



“NAWO offers the opportunity to work with both men and women to appreciate the value of a diverse and inclusive workforce, and to learn more and do more in this space to provide a better future for our next generation of workers.”

**– LORETTA CROKER, GENERAL MANAGER – AUSTRALIA & NEW ZEALAND COMMERCIAL OPERATIONS,
CSL BEHRING, NAWO BOARD MEMBER**

OUR VOLUNTEERS

NAWO's greatest asset is the incredible network of 200 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 – as Ambassadors, Board Members, State Committee Members, Executive Mentors and Guest Speakers.

They are the change agents who are leading by example when it comes to creating a more just world. Please see the back pages of this report for our full list of volunteers during 2019-20.



SA NAWO QUICK BITE, 06/03/20, 'CELEBRATE IWD AND YOUR PERSONAL POWER TO INFLUENCE'

OUR BOARD

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



MEGAN McCracken
NAWO National Chair
Owner,
Pleiades Consulting



MARCUS HOOKE
NAWO Treasurer
Executive General Manager
– Production & Logistics,
News Corp Australia



TANIA MONTESIN
NAWO Board Secretary
Senior Management Consultant,
Dupont Sustainable Solutions



SIMON BROMELL
Group General Manager –
Beverage,
Orora



LORETTA CROKER
GM Commercial
Operations A&NZ,
CSL Behring



ANNA DARTNELL
General Manager Bulk,
Aurizon



MELISSA DONALD
Director,
Ideas with Impact



KYLIE FRASER
President Consumer
& Healthcare Group,
Linfox



JULIE RYAN
CEO,
Retail Drinks Australia
(until 30/01/2020)



TIM WALL
President Global Manufacturing
and Corporate HSE,
Incitec Pivot Limited
(until 20/02/2020)

“At different times in our life we face different challenges - both at work and at home. The more people we meet, the more experiences we can learn from, then the more successfully we can navigate those challenges. NAWO brings together a rich pool of perspectives that support women and men to build more inclusive workplaces - ones where women can thrive. This is a cause that I am passionate about, and am happy to donate my time to. Together we can make a difference.”

- ANGELA TATLIS, DIRECTOR GLOBAL SUPPLY OPTIMISATION, TREASURY WINE ESTATES,
NAWO FOUNDER AND AMBASSADOR

Louise Weine

The last financial year of the decade has been a genuinely positive, albeit challenging and unpredictable one for the National Association of Women in Operations. In this, my 5th year as National Director, I reflect upon the work NAWO does to champion women in operations and feel immensely satisfied that we are making a very positive contribution to those who actively engage in their membership.

This Annual Report highlights the activity, aligned to our two-part mission, that drives value and action for our membership. The many ways in which NAWO actively supports women to strive for more in their careers, and connects women to meaningful and inspiring networks, role models, mentors and professional development, continues to be important and valued by our membership. Further, NAWO connects members - both women and men - to drive solutions for better gender balance in operations and I give kudos to members who have been part of these conversations. Those who, in the spirit of sharing knowledge and experience have collaborated, across industries, and proactively discussed solutions that will result in a stronger pool of female talent

across multiple industries, and more inclusive organisations in which this talent can thrive.

However, the data continues to tell us there is much more work to be done. Analysis of this year's WGEA data aligned to the industries represented by the NAWO membership shows the representation of women in key management positions to be sitting at 21%, with the highest proportion in retail (29.7%) and the lowest in construction (13.6%). This representation has grown by about 3% since 2015. At the current rate of progress we are still 32 years away from reaching 40% of these key positions being held by women. This piece of data is a compelling reason to keep the foot on the pedal and drive harder towards actions that count.

Additionally, as we navigate through this ongoing crisis, where priorities are dictated by response and reaction, NAWO has an important role to play in supporting our members to keep gender balance front and centre for their organisation. Innovation, problem solving, collaboration, agility, engagement and productivity - all crucial factors to recovery - are enabled through a more diverse and



LOUISE ONSITE AT THE NAWO BHP PILBARA ROADSHOW

inclusive workplace. NAWO provides a platform for positive stories that remind us of the bigger picture and prevent us from settling into short term thinking and decision making. In other words, NAWO provides members with an opportunity for organisational mindfulness.

Louise Weine

For NAWO operationally, COVID-19 certainly brought challenges we were not expecting; however our response has been a positive experience for the association. We rapidly transitioned to online programs and events, and our membership readily adopted our new delivery which has enabled us to reach more people than ever before, across multiple regions. As and when we move into the recovery phase of COVID-19, and in line with Government regulations, member preferences, and NAWO's risk management policy, we will resume some face-to face activity. However the future is very clearly digital for NAWO.

Financially, for the period ending 30 June 2020, NAWO has delivered a surplus in what has been quite a challenging year. Our primary source of revenue is from Corporate Memberships, and we are continuing to grow Individual Memberships as well as reinvesting a small return from the NAWO Mentoring program and the Professional Development Programs that we offer members in partnership with our Endorsed Providers. A financial summary is provided in conjunction with this report.

As we navigate through this ongoing crisis, where priorities are dictated by response and reaction, NAWO has an important role to play in supporting our members to keep gender balance front and centre for their organisation.

I am constantly inspired by the volunteering community that pumps life through the veins of our national network. Our enthusiastic State and Regional Committee members, our committed and engaging Mentors, our passionate Board members and loyal Ambassadors - I thank you for every volunteer minute you invest to help NAWO achieve its vision.

I sincerely thank the Board for their unwavering support throughout a very challenging year. I would also like to acknowledge the incredible efforts of the NAWO management team who have continued to focus on the delivery

of value to members. The team adapted through very difficult circumstances, working long and hard to ensure the delivery of outcomes in new, interesting and effective ways. I cannot thank them enough.

I truly believe that in this challenging environment, NAWO's role is more important than ever - and in challenge we find opportunities. I look forward to working with all our members to continue to address the challenges and leverage the opportunities by collaborating through our unique network. Together we can make a difference and drive action to build more diverse and inclusive workplaces.



LOUISE WEINE
NATIONAL DIRECTOR

“Being involved in NAWO enables me to contribute to building greater inclusion and gender balance, sharing knowledge with and learning from our fantastic members.”

MELISSA DONALD, DIRECTOR, IDEAS WITH IMPACT, NAWO BOARD MEMBER

“Inclusion and Diversity is great for individuals, groups and organisations. With no action there is no change.”

- BELINDA GRANT, HUMAN RESOURCES MANAGER, ORORA, NAWO SA COMMITTEE MEMBER

“Being a part of the NAWO team you work with wonderful, like-minded, passionate and incredibly dedicated people all working to help enact change.”

- AMBER STEVENSON, CAPABILITY AND DIVERSITY SUPERINTENDENT, FORTESCUE METALS GROUP,
NAWO WA COMMITTEE MEMBER

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



LOUISE WEINE
National Director



SHARON GROSVENOR
NAWO Member Relations
& Activity Coordinator



FIONA EVANS
Communications
Director



IRA HOLBROOK
NAWO Systems
Coordinator



THE NAWO TEAM CELEBRATING IWD AT A BREAKFAST WITH ANNABEL CRABB

NAWO's extraordinary 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, and the rapid conversion to a digital offering in response to COVID-19 boosted engagement and positive feedback.

NSW STATE COMMITTEE



DIANE UTATAO
NSW State Committee Chair
Non Executive Director, D&I
Consulting Services

MELITA BEVAN
Asset Control Team
Leader (NSW, QLD & WA),
CHEP Australia

JULIAN BUTTENSCHAW
Network Support
Manager, Australia Post

KYLIE JONES
Product Development
Manager – Liquids &
Packaging, Diageo
Australia

CARLEE MCGOWAN
Regional Sales and
Operations Planning
Manager, Pernod Ricard
Winemakers

ABBY PHILLIPS
Transformation Lead,
Lion Dairy & Drinks

NICK SAKURMOVSKI
National Planning and
Solutions Manager,
Coca-Cola Amatil

KAMINI WIJEKULASURIYA
BOS Furnace Operations
Manager, Bluescope

NSW RIVERINA REGIONAL COMMITTEE



MARIA RYAN
NSW Riverina Regional
Committee Chair
Learning and Development
Facilitator, SunRice

AMY BILLSBOROUGH
Relationship Manager,
Commonwealth Bank
of Australia

MARG COUCH
Community Partnership
Coordinator, Deakin
University

NICOLE MARTIN
Teacher, TAFE NSW

SARAH MINATO
Human Resources
Manager, ICI Industries

KATE O'CALLAGHAN
CEO, Southern Cotton

EMILY PERKINS
Feedlot Manager, JBS
Australia

MONIQUE ROSSI
HR Coordinator,
De Bortoli Wines

OUR STATE COMMITTEES

“Whether it be engaging with the inspiring women from the committee or being involved in NAWO events, I feel very blessed and grateful for the association with NAWO.”

– KATH ENGLISH, NAWO VIC COMMITTEE MEMBER

QLD STATE COMMITTEE



KARTINI OEI
QLD State Committee Chair
Transformation Manager,
Air BP

TONI DUGDALE
External Affairs Manager Communities, Origin
Energy

JOSEPHINE RAHMAN
Product Technical Representative, BlueScope
Steel

TIM REICHEL
HR Business Partner – QLD, Australia Post
(from 20/03/2020)

DAVINA SHEARER
Diversity and Inclusion Adviser, Incitec Pivot
Limited

JESSICA TAYLOR
QLD State Sales Manager – Distribution,
BlueScope

HONG WEERASEKARA
Procurement Business Partner, Toll Group

JANELLE WIEDEN
Customer Service Manager, Opal Fibre
Packaging

SA STATE COMMITTEE



RACHEL HADDAD
SA State Committee
Co-Chair
Regional HR Manager
SA/NT/TAS, Bunnings



PENNY RYALL
SA State Committee Co-Chair
Business Development
Manager – Distribution,
BlueScope

JANIE ZIMMERMANN
Former SA State Committee Chair
Quality Manager, Coopers Brewery Limited
(until 31/12/2019)

BELINDA GRANT
Human Resources Manager, Orora Glass
& Closures

TANYA MADDEN
Site Manager, Orora Glass (from 01/09/2019)

LINDA MEDDER
National Business Improvement Coordinator,
BlueScope (until 01/12/2019)

SHELLEY O'REGAN
Continuous Improvement Leader, DuluxGroup

LINDA TAYLOR
Corporate Risk Manager, ARTC (until 31/12/2019)

BETTINA VENNER
Manager Supply Chain Development, ICN
Department for Trade and Investment

“I got involved in NAWO to give myself a hand-up to build a fulfilling career, but also to give a hand-up to others.”

– KARTINI OEI, NAWO QLD COMMITTEE CHAIR

“Being a part of NAWO’s WA committee for the last 2 years has been an amazing experience. I think NAWO is the best peak body in Australia at supporting women in advancing their careers!”

– SIMON STIBBS, NAWO WA COMMITTEE MEMBER

VIC STATE COMMITTEE



JENNY GILLAM
VIC State Committee Chair
Director, Jenny Gillam
Consulting

RAVINDER BHAL
Network Logistics, Australia Post

CARINA BREWSTER
Chief People Officer, Active Tree Services

SANDRA DAL MASO
General Manager R&D, Bega

BRENDA DENBESTEN
Continuous Improvement Manager, Orica
(from 16/06/2020)

KATH ENGLISH
Strategic Procurement Capability Manager,
Opal Ltd

PEGGY KALANTZIS
Committee member

SELENA MAIN
HR Manager, Mondelez International

REBECCA PRESGRAVE
Procurement Manager, PZ Cussons

MANISHA TANEJA
Operations & Laytime Specialist, Incitec Pivot
Limited

WA STATE COMMITTEE



CHANTELLE THOM
WA State Committee Chair
Principal Advisor Inclusion
& Diversity, Rio Tinto
(from 01/07/2019)

MELANIE SPEED
Manager Communications, Horizon Power
(until 15/10/2019)

AILEEN ARMSTRONG
Director, Achieving Synergy (until 01/06/2020)

BALRAJ HANSRA
Chief of Staff - Planning & Technical, BHP
(from 15/01/2020)

CAMILLE HENDERSON
Group Manager - Corporate Affairs. Bis
Industries (from 10/02/2020)

REBECCA KIRK
Logistics Operations Manager – West, Incitec
Pivot Limited

BLAIR MCGLEW
GM Project Approvals, Fortescue Metals Group
Ltd (from 01/07/2019)

DANIEL RANSCHAERT
Logistics Leader, BlueScope

ERIN RUNDLE
Specialist - Indigenous Talent Management,
Rio Tinto (from 15/01/2020)

LIZ SINGLETON
Manager Customer Insights & Innovation,
Programmed (from 15/01/2020)


AMBER STEVENSON
Capability and Diversity Superintendent,
Fortescue Metals Group Ltd (from 16/09/2019)

SIMON STIBBS
Executive Coach, Edward George Pty Ltd

“I looked for an organisation that particularly supports equality and when I reviewed the values and quality of relationships, NAWO stood out head and shoulders above the rest. No matter the stage of your work/career journey, surround yourself with NAWO people, you will learn lots and meet some fabulous like-minded people.”


- AILEEN ARMSTRONG, DIRECTOR, ACHIEVING SYNERGY PTY LTD, NAWO WA COMMITTEE MEMBER

OUR YEAR IN NUMBERS



56
CORPORATE MEMBERS (AS OF 30 JUNE 2020)

4 PREMIUM GOLD
31 GOLD
18 SILVER
3 BRONZE



46
NEW INDIVIDUAL MEMBERS



7
NEW CORPORATE MEMBERS


GOLD
Aurizon, Fletcher Building Australia

SILVER
Fortescue Metals Group Ltd, Scalzo Foods, Western Sydney Airport, WW Solutions

BRONZE
Dalrymple Bay Coal Terminal Pty Ltd



8 INDUSTRY PARTNERS & MEMBERSHIPS



325,000+
POTENTIAL REACH



57 MENTORING CIRCLES
171 MENTORING CIRCLE PARTICIPANTS




15
PROFESSIONAL DEVELOPMENT PROGRAMS



197
PROFESSIONAL DEVELOPMENT PROGRAMS PARTICIPANTS



4.65/5
AVERAGE FEEDBACK SCORE FOR PROFESSIONAL DEVELOPMENT PROGRAMS



200
TOTAL VOLUNTEERS*

45 MENTORS
105 SPEAKERS
9 AMBASSADORS

10 BOARD MEMBERS
55 STATE COMMITTEE MEMBERS

* A NUMBER OF OUR VOLUNTEERS SUPPORT NAWO ACROSS SEVERAL CATEGORIES



49
EVENTS



2783
EVENT ATTENDEES



21
VIRTUAL EVENTS




1159
VIRTUAL ATTENDEES

- 6** INDUSTRY SOLUTIONS EVENTS
- 4** NAWO KNOWLEDGE SHARE FORUMS
- 2** SENIOR LEADERS' LUNCHEONS



6
INDUSTRY CONFERENCE PRESENTATIONS

EVENT FEEDBACK



4.41/5
AVERAGE EVENT FEEDBACK SCORE






94.46%
IT WAS WELL WORTH MY TIME TO ATTEND (OVERALL RESPONDENTS)

92.46%
I GAINED ACTIONS AND INSIGHTS THAT I CAN USE (QUICKBITE ATTENDEES)

94.82%
I WOULD RECOMMEND THIS EVENT TO MY FRIENDS AND COLLEAGUES

96.01%
I AM KEEN TO PARTICIPATE IN FUTURE ONLINE EVENTS WITH NAWO

NUMBER OF PHYSICAL EVENTS PER STATE

 <p>NSW 6 EVENTS 335 ATTENDEES</p>	 <p>VIC 5 EVENTS 384 ATTENDEES</p>
 <p>QLD 4 EVENTS 209 ATTENDEES</p>	 <p>WA 8 EVENTS 501 ATTENDEES</p>
 <p>SA 4 EVENTS 245 ATTENDEES</p>	<p>3 REGIONAL EVENTS, INCLUDING THE PILBARA ROADSHOW</p>



6
WEBINARS



5
PODCASTS



5
FORTNIGHTLY ZOOM CHECK-INS



3
STATE NETWORKING ZOOMS

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 Five Key Learning Priorities that have been identified as being critical for women’s engagement and success in operations:

NAWO’s Key Learning Priorities



By working with organisations and individuals who are committed to achieving greater gender balance in operational workplaces, NAWO has access to a wealth of knowledge and research related to what does - and doesn't - make a real difference.

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 encouraged to attend and participate in NAWO events and programs to engage with inclusion and diversity issues.




Over the past year, we have also made a concerted effort to distil the knowledge we have gleaned from our member network and wider diversity research into a format that is both accessible and provides a clear path forward for organisations keen to 'make things happen' on the gender diversity frontline. The result - NAWO's Nine Levers for Gender Balance - were launched during 2019-20 and will increasingly be an area of focus for our association going forward.

Nine Levers for Gender Balance




LAYER 1 – LEADERSHIP, COMMUNICATION FRAMEWORKS & ACTION

 1	Unwavering leadership commitment to inclusion & diversity	 2	Engaging & supporting leaders as role models	 3	Clearly articulating the benefits of diverse teams at all levels
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LAYER 2 – PRINCIPLES, POLICY, PRACTICE & PROCESS

 4	Fostering a values based, inclusive & respectful culture every day	 5	Getting the basics right, policy, goals reporting & accountability	 6	Embracing a diverse talent pool through hiring, promotion development & remuneration
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LAYER 3 – SUPPORTING SUCCESSFUL WORK/LIFE INTEGRATION

 7	Enabling parents to 'share the care'	 8	Effectively managing transitions to & from extended leave	 9	Actively identifying & supporting flexible work options
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Gender Statistics By Industry*

CONSTRUCTION INDUSTRY

18.3%	WOMEN
26.0%	FULL-TIME GENDER PAY GAP
13.6%	FEMALE IN KEY MANAGEMENT POSITIONS
31.6%	OF EMPLOYERS OFFER PAID PRIMARY CARER'S LEAVE FOR BOTH MEN AND WOMEN

MANUFACTURING INDUSTRY

27.3%	WOMEN
13.1%	FULL-TIME GENDER PAY GAP
21.1%	FEMALE IN KEY MANAGEMENT POSITIONS
34.6%	OF EMPLOYERS OFFER PAID PRIMARY CARER'S LEAVE FOR BOTH MEN AND WOMEN

MINING INDUSTRY

17.0%	WOMEN
13.8%	FULL-TIME GENDER PAY GAP
18.6%	FEMALE IN KEY MANAGEMENT POSITIONS
58.0%	OF EMPLOYERS OFFER PAID PRIMARY CARER'S LEAVE FOR BOTH MEN AND WOMEN

TRANSPORT, POSTAL AND WAREHOUSING INDUSTRY

27.2%	WOMEN
18.9%	FULL-TIME GENDER PAY GAP
22.5%	FEMALE IN KEY MANAGEMENT POSITIONS
32.8%	OF EMPLOYERS OFFER PAID PRIMARY CARER'S LEAVE FOR BOTH MEN AND WOMEN

AGRICULTURE, FORESTRY AND FISHING INDUSTRY

34.4%	WOMEN
21.3%	FULL-TIME GENDER PAY GAP
18.3%	FEMALE IN KEY MANAGEMENT POSITIONS
28.8%	OF EMPLOYERS OFFER PAID PRIMARY CARER'S LEAVE FOR BOTH MEN AND WOMEN

ELECTRICITY, GAS, WATER AND WASTE SERVICES

24.6%	WOMEN
16.6%	FULL-TIME GENDER PAY GAP
19.5%	FEMALE IN KEY MANAGEMENT POSITIONS
75.5%	OF EMPLOYERS OFFER PAID PRIMARY CARER'S LEAVE FOR BOTH MEN AND WOMEN

PROFESSIONAL, SCIENTIFIC AND TECHNICAL SERVICES

41.7%	WOMEN
22.8%	FULL-TIME GENDER PAY GAP
27.0%	FEMALE IN KEY MANAGEMENT POSITIONS
65.5%	OF EMPLOYERS OFFER PAID PRIMARY CARER'S LEAVE FOR BOTH MEN AND WOMEN

RETAIL TRADE

57.7%	WOMEN
15.9%	FULL-TIME GENDER PAY GAP
29.7%	FEMALE IN KEY MANAGEMENT POSITIONS
21.3%	OF EMPLOYERS OFFER PAID PRIMARY CARER'S LEAVE FOR BOTH MEN AND WOMEN

* SOURCE: WGEA 2020

“Being part of NAWO is much more than belonging to a community of passionate professionals working in non-traditional roles – it is more like a movement that is breaking boundaries on gender diversity and equality with forward thinking discussion, ideas and practical application.”

– DIANE UTATAO, PRINCIPAL, D&I CONSULTING SERVICES, NAWO NSW COMMITTEE CHAIR

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 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.

NAWO events traditionally run at capacity and enjoy outstanding feedback results. A full calendar of 2019-20 events were achieving similarly positive outcomes when 'business as usual' turned on its head overnight in response to COVID-19 early in 2020.

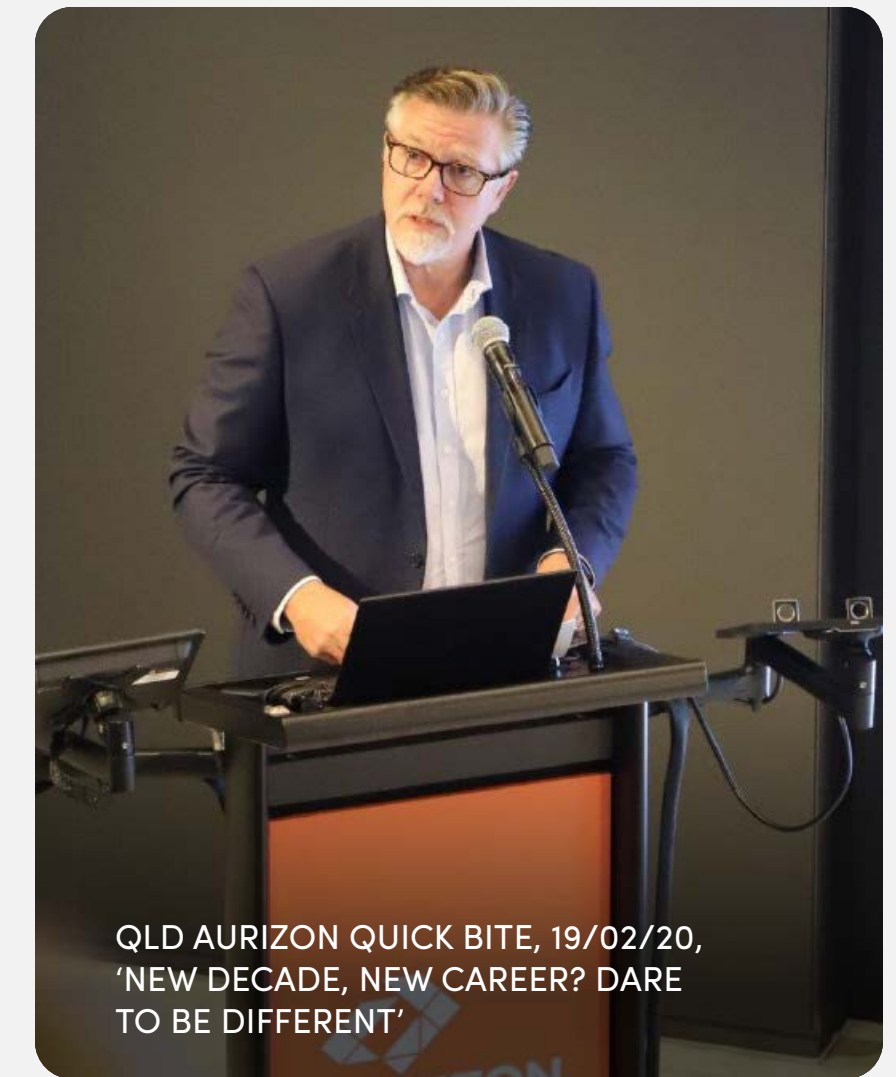
NAWO's rapid transformation to a carefully curated digital offering and event calendar was a remarkable logistical achievement. The subsequent level of engagement and feedback from participants and our members a solid testament to the outstanding work done by of our core executive team and volunteer network in this incredibly challenging environment.



WA UNIVERSITY OF WESTERN AUSTRALIA QUICK BITE, 12/09/19, 'EMPOWERING AND ATTENTIVE LEADERS'



WA BHP QUICK BITE, 05/03/20, 'INTERNATIONAL WOMEN'S DAY ENABLING #EACHFOREQUAL IN 2020'





SA NAWO QUICK BITE, 06/03/20, 'CELEBRATE IWD AND YOUR PERSONAL POWER TO INFLUENCE'



QLD ORORA FIBRE PACKAGING QUICK BITE, 27/09/19, 'AUTHENTIC LEADERSHIP: FULLY EXPRESSING 'ME' FOR THE BENEFIT OF 'WE''



WA MCKINSEY & COMPANY SENIOR LEADERS LUNCHEON, 29/11/19



NSW O-I GLASS ASIA PACIFIC QUICK BITE, 13/02/20, 'ENHANCING YOUR MENTAL HEALTH AND WELLBEING IN A 24/7 ENVIRONMENT'

2019-20 EVENTS



49

EVENTS



2783

EVENT ATTENDEES



21

VIRTUAL EVENTS



1159

VIRTUAL ATTENDEES

EVENT FEEDBACK



94.46%

IT WAS WELL WORTH MY TIME TO ATTEND (OVERALL RESPONDENTS)

92.46%

I GAINED ACTIONS AND INSIGHTS THAT I CAN USE (QUICKBITE ATTENDEES)

86.37%

I AM CONFIDENT I CAN APPLY WHAT I LEARNT TODAY

89%

THE BALANCE WAS RIGHT BETWEEN SPEAKERS AND OPPORTUNITIES TO NETWORK

83.96%

THERE WAS THE RIGHT MIX OF PEOPLE FROM DIFFERENT BUSINESSES AND FUNCTIONS/ROLES

94.82%

I WOULD RECOMMEND THIS EVENT TO MY FRIENDS AND COLLEAGUES

96.01%

I AM KEEN TO PARTICIPATE IN FUTURE ONLINE EVENTS WITH NAWO



NAWO MEMBERS BENEFITTED FROM OUR ALLIANCE PARTNERSHIP WITH THE GROWTH FACULTY, RECEIVING DISCOUNTED TICKETS TO BRENE BROWN'S PRESENTATION.

In addition, NAWO representatives presented at the following conferences and events:

- Facilities Management Australia WA Conference
- Australasian Supply Chain Institute Conference
- Strength in Diversity Panel at the University of WA Careers Open Day
- National Association of Women in Construction (NAWIC) WA International Women's Day event
- United Nations Association Australia Young Professionals WA: World Series Café event on the Sustainable Development Goals
- Best Practice Network National Summit

“I loved their ideas about recruitment and ways that they could ensure no biased decisions were made in the process.”

“Found their examples practical and easy to adopt. Also appreciated the honest and frank responses.”

“The three panelists were engaging. Great to have a male on the panel – he brought great perspective and insights.”

“Great presentation and discussion for this topic.”

“She was extremely professional and practical. Very captivating and spoke with excellence.”

“Thoroughly enjoyed Andrea’s presentation. Great session with a very engaging speaker. Thank you.”

“Katherine showed she has a passion for her role. Very engaging.”

“I was lucky enough to attend a fantastic NAWO event bringing together students and professionals to contemplate diversity in the workplace. Carmen Lawrence, Australia’s first female Premier, was an amazing speaker. My key takeaway was a need to open my eyes to the ‘one off’ people in my team and ensure they are supported and included.” - ELANA KELLS, STATE MANAGER, PROCESSING & LOGISTICS – NSW, BLUESCOPE

“I found her very engaging and it was great to see everyone get involved and contribute.”

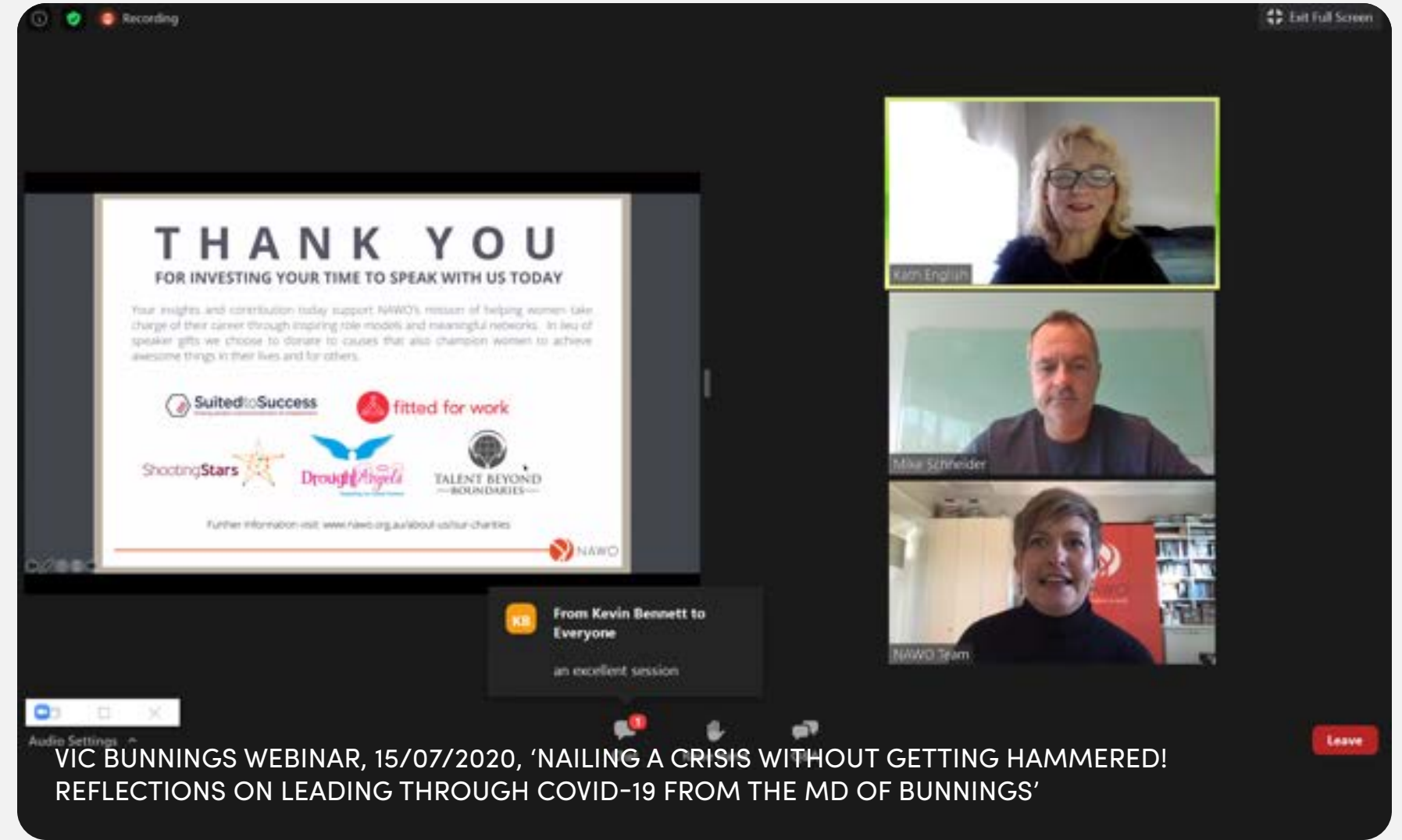
“Michelle was an inspiration and her delivery was extremely engaging.”

“Excellent discussion that was authentic and really helpful takeaways. They all shared realistic stories with a determination to achieve change from a gender equity perspective.”

“Panel members were genuine with responses and valuable experiences were shared. Fantastic panel discussion and well facilitated by Louise.”



VIC COLES SUPPLY CHAIN QUICK BITE, 12/02/2020, 'MAXIMISING YOUR EFFECTIVENESS THROUGH MINDFULNESS AND WELLBEING'



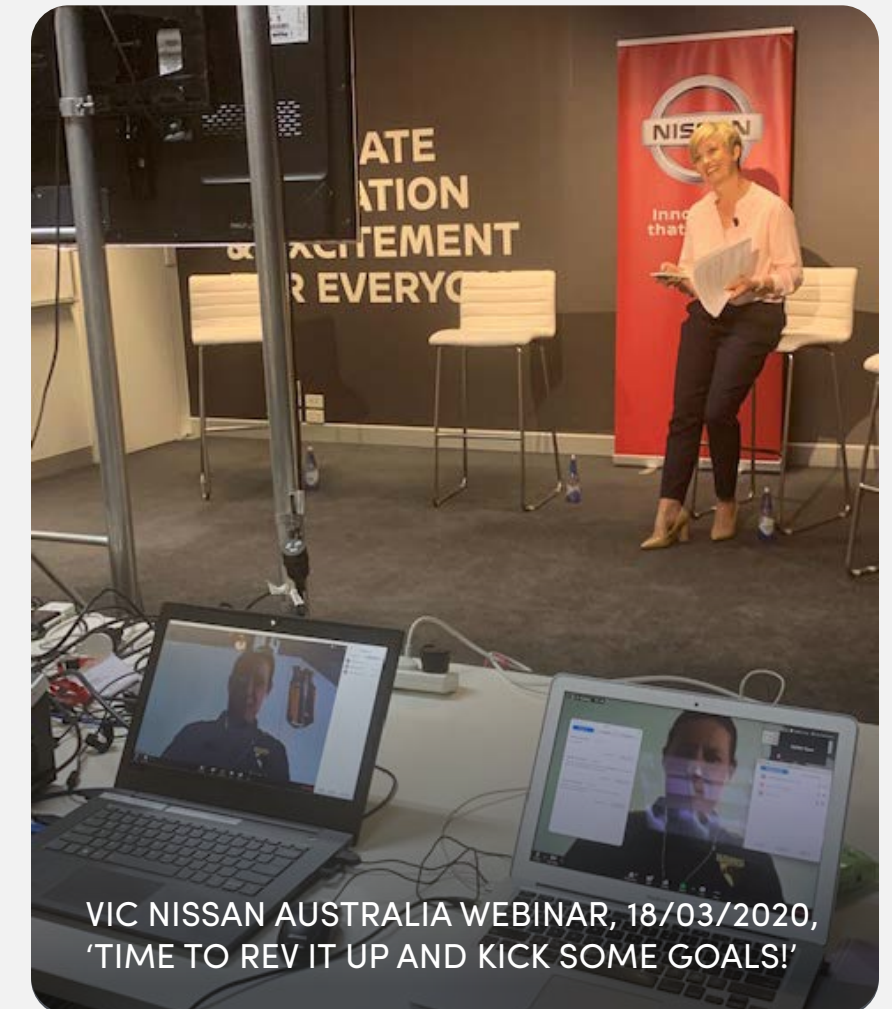
VIC BUNNINGS WEBINAR, 15/07/2020, 'NAILING A CRISIS WITHOUT GETTING HAMMERED! REFLECTIONS ON LEADING THROUGH COVID-19 FROM THE MD OF BUNNINGS'



WA LION DAIRY & DRINKS QUICK BITE, 06/02/2020, 'HOW CREATIVITY, INNOVATION & COMMERCIAL ACUMEN CRAFTS THE PERFECT BREW'



VIC NISSAN AUSTRALIA WEBINAR, 18/03/2020, 'TIME TO REV IT UP AND KICK SOME GOALS!'



VIC NISSAN AUSTRALIA WEBINAR, 18/03/2020, 'TIME TO REV IT UP AND KICK SOME GOALS!'



NSW PERNOD RICARD WINEMAKERS QUICK BITE, 03/12/19, 'BUILDING REPUTATIONAL CAPITAL TO MAXIMISE YOUR EFFECTIVENESS'



WA BHP QUICK BITE, 05/03/20, 'INTERNATIONAL WOMEN'S DAY ENABLING #EACHFOREQUAL IN 2020'



WA UNIVERSITY OF WESTERN AUSTRALIA QUICK BITE, 12/09/19, 'EMPOWERING AND ATTENTIVE LEADERS'



VIC COLES SUPPLY CHAIN QUICK BITE, 12/02/20, 'MAXIMISING YOUR EFFECTIVENESS THROUGH MINDFULNESS AND WELLBEING'



AUSIMM INTERNATIONAL WOMEN'S DAY EVENT, 04/03/2020



PEPSICO QUICK BITE, 29/08/2019, 'AUTHENTICITY. UNLEASH YOUR SECRET SUPER POWER'

“The professional connections, peer relationships and friendships I have made during my time with NAWO have given me the support and confidence I needed to progress my career all while becoming a new mum. The networking events and Knowledge Share Forums we create and continually innovate for our members are relevant for me not only as a leader, but excite me as a volunteer knowing that we are making a positive impact.”

– CARINA BREWSTER, CHIEF PEOPLE OFFICER, ACTIVE TREE SERVICES, NAWO VIC COMMITTEE MEMBER

PILBARA ROADSHOW

Following on from the success of NAWO/BHP's 2017 Pilbara Roadshow, NAWO again partnered with generous sponsor and Gold NAWO Corporate Member BHP to deliver a free roadshow of events to Western Australia's Port Hedland and Newman communities. Each location featured a 'Quick Bite' event discussing the future of work and NAWO's most popular one-day Professional Development Program, 'Communicating with Authority', presented by Andrea Clarke.

SENIOR LEADERS LUNCHEON SERIES

The Senior Leaders Luncheons are 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 Luncheons is for leaders to leave with two to three pragmatic actions for leading change at every level within their organisation. NAWO hosted two Senior Leaders Luncheons in partnership with McKinsey and Co in the 2019-20 financial year.

NAWO KNOWLEDGE SHARE FORUMS

The aim of 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.

NAWO hosted four Knowledge Share Forums in 2019-20, focused on 'Engaging the hearts and minds of leaders in diversity action', 'Protecting gender diversity during and beyond COVID-19' and 'Ensuring flexible working options remain the norm post COVID-19 – retaining best practice'.

Feedback from NAWO Knowledge Share Forum participants:

"Terrific session."

"Really great conversation."

"I have already taken action within my organisation."



LOUISE WEINE, MEL McDONALD AND ANDREA CLARKE
ON THE NAWO BHP PILBARA ROADSHOW

NAWO Podcasts and Case Studies introduce some of the outstanding people and organisations from within the NAWO network and explore the actions that have helped them to achieve tangible diversity outcomes. As such, they provide 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.

We were proud to see NAWO case studies featured in 'Trading Places' publication early in 2020.

Topics covered by NAWO Podcasts and Case Studies in 2019-20:

- Parental leave policies
- Beating gender bias
- Confidence
- Living with complexity
- Leading through complexity
- Extending flexible work options to their shift based teams

NAWO PODCAST

BEAT GENDER BIAS WITH DR. KAREN MORLEY

Series 2: Ep. 1



NAWO PODCAST

CARPE DIEM! SEIZE THE MOMENT AND BE A CHANGEMAKER!

Series 2: Ep. 2



PERNOD RICARD REWRITES THE RULES ON PARENTAL LEAVE



Our Professional Development Program Providers

Over this financial year NAWO has streamlined its Professional Development Program (PDP) offering to not only align with our five Learning Priorities but importantly to provide professional development opportunities that meet the needs of women developing their careers in operations. Like the other areas of NAWO's operations, our PDP offering transitioned to online learning in response to COVID-19. This commenced with Career CEO's Future Fit program, which offered members three modules of the program working online with a cohort of likeminded women across the country. In total, NAWO delivered 15 PDPs over 2019-20, including one digital workshop, and achieved an outstanding average feedback score of 4.64/5.

PROGRAMS OFFERED DURING 2019-20:

Program	Provider
Allowing others to have YOUR way!	Talkforce
ChangeUp	Mim Bartlett Consulting
Communicating with Authority	Career CEO
Future Fit	Career CEO
Leading Out Loud	Anneliblundell
Metrics that Matter	Advancing Women
Unleash the Power of Diversity	Advancing Women

"An excellent workshop. I know it will help me in my day to day life, not just the workplace."

"Julie was an exceptional presenter, content was fabulous and would thoroughly recommend to anyone looking to improve how they negotiate and influence."

"Learning from others in the room, diversity of roles really improved my learning experience. Activities were engaging and roleplays provided great opportunity to practice my new found skills."

"I found the course very valuable. I don't feel like I'm walking away overloaded with information - the course modules were concise but packed with great tips and many 'aha' moments. I liked that the course encourages you to be true to yourself."

"What surprised me the most was the level of engagement and interaction amongst everyone. It truly made it such a rewarding course."

"I was truly surprised at how much I managed to get out of the online delivery. I loved being able to pause a video mid-way and reflect on what the lesson meant to me."

"One of the most useful training course I've done. Information I can use now and always."

Thanks so much for organising such as fantastic and useful program."

"Thank you, a great course and cohort that I look forward to learning and growing with going forward."

“NAWO’s Mentoring Program helped shape me into the leader that I am today. The knowledge and experience I am able to contribute by volunteering on the NAWO committee, as well as sharing new learnings and experiences with fellow CHEP colleagues, customers and NAWO members, is an opportunity I value and ensure I pass on to others.”

– MELITA BEVAN, ASSET CONTROL TEAM LEADER (NSW, QLD & WA), CHEP AUSTRALIA, AND NSW STATE COMMITTEE MEMBER

NAWO's flagship mentoring program, *Mentoring Circles*, offers women in operations transformative mentoring with Mentors who are experienced operational leaders.

To expand the accessibility and flexibility of the NAWO group mentoring program across Australia, the 2020 Mentoring Circles program kicked off with the addition of individual mentoring and virtual options. For members working in regional areas or with limited ability to travel, the virtual options provided the opportunity to participate fully, expand their networks and access NAWO's mentoring resources.

As COVID-19 restrictions were introduced, all Mentoring Circles options continued in a virtual format to ensure continuity of mentoring and support.

After conducting an extensive review of NAWO's Mentoring Circles program, Leanne Hart of Hart2Heart Consulting devised and implemented an updated and improved offering for Mentoring Circles. In addition, she worked closely with all Mentors and Mentees to ensure successful matching and great outcomes. This has created a significantly value-added experience for our members.





ELISE FAULKNER, PRODUCT MARKETING MANAGER, OFFICEWORKS, NAWO MENTEE



DEAN JENKINS, MANAGING DIRECTOR & CEO, MAXITRANS, NAWO MENTOR

A total of 171 Mentees participated in 57 NAWO Mentoring Circles during 2019-20. Of these, 99 participants completed the program during this time and the remainder will conclude in 2020-21. 25 Mentees engaged in the 1:1 mentoring option, with the remainder joining Circles of 3-6 Mentees.

FEEDBACK FROM MENTORING CIRCLES PARTICIPANTS

“It was a very good experience driven by the fact I had a Mentee who was accountable and engaged in the mentoring relationship.” - CHRISTIAN CAMPANELLA, COMMUNICATIONS & S&R DIRECTOR, PERNOD RICARD WINEMAKERS, MENTOR

“I thought my group was highly engaged. We used some exercises to generate the required level of trust to create support.” - KARI BANICK, GENERAL MANAGER ANALYTICS AND DESIGN SERVICES, LINFOX, MENTOR

“I feel this was a valuable experience for both Mentor and Mentee.” - GIGI YUEN, GLOBAL CARBON NEUTRAL LEAD, BP AUSTRALIA, MENTOR

“This is the best mentoring experience I have had so far. I am very happy to support this program however I can.” - MENTEE

“Great group to be a part of, everyone is encouraging, contributing and sharing. Our Mentor is excellent at summarising our discussion and challenging us individually.” - MENTEE

“Thank you for this program, it was very valuable to me and we have made plans to catch up in a couple of months to share our developments and maintain contact.” - MENTEE

“Mark was great at challenging us in scenario based Q&A’s and how we could do things differently to get an outcome that was more rewarding; or what we learnt from different behaviours & he was good at providing his own examples of handling situations” - MENTEE

“She was awesome - very encouraging and supportive that enabled the group discussion to flow, and was very insightful with a wealth of knowledge and practical examples from her experiences, and also provided some great support material/literature as supplementary reading which shows how invested she has been in her own personal development over the years and sharing this knowledge with us...really fantastic.” - MENTEE

“Through NAWO I have learnt that our individual goals and aspirations in our careers may be different – however the courageous paths shared and promoted through the network exposes you to diversity of thought and process. This has played a big part in my career and those I get an opportunity to influence.”

- KAMINI WIJEKULASURIYA, BOS FURNACE OPERATIONS MANAGER, BLUESCOPE STEEL,
NAWO NSW COMMITTEE MEMBER

During the 2019-20 financial year we have strengthened our partnerships model and now align with industry associations who share similar objectives and have a focus on diversity and inclusion within their own offering. Our partnerships enable NAWO to extend awareness of what we do into new networks and afford mutual benefits such as access to resources and online content, subject matter expertise and presenters. We have also ensured our partnerships offer direct benefit to our members via access to partner events.

Thank you to these organisations for their collaboration and support of NAWO.

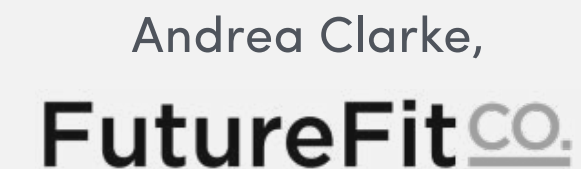
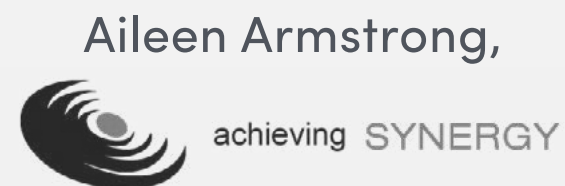


INDUSTRY MEMBERSHIPS



In parallel with streamlining our Professional Development Programs and providers, we have built up a suite of subject matter experts who offer our membership top tier coaching and advice at exclusive member rates.

We have researched and trialled providers who speak to our objective of supporting and developing women in operations, and also supporting organisations in working towards being more gender balanced businesses. Our providers also generously give their time and expertise to various aspects of our program, including participating at our events, in our podcast series and providing tools and resources to members.



Thank you to our volunteers and supporters.

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MENTORS

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General Manager Analytics and
Design Services,
Linfox

Michele Bardy
Head of Strategic Planning,
Santos

Karren Bathurst
Group Research and Innovation
Manager,
Bega Cheese Limited

Annabelle Blom
Head of Resource Engineering,
BHP

Ricky Butler
Head Operational Excellence,
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Christian Campanella
Communications & S&R Director,
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General Manager Technical,
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Manager Operations,
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Anna Dartnell
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Lee-Anne de Bruin
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Margo Fox
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Louise Franklin
Engineering Manager,
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MaxiTRANS

Kylie Fraser
President Consumer & Healthcare
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Linfox

Hugh Fraser
General Manager Gaming
Operations,
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Tim Hart
Chairman, Non Executive Director,
Advisor

Dean Jenkins
MD & CEO,
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Pauline Kirk
Supply Chain Program Manager,
Officeworks

Robert Kosova
General Manager People Risk,
QBE Insurance

Maria Koutsimpiris
State Manager Victoria,
ALS Global

Sophia Lindsay
Advertising Creative Services
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Tania Montesin
Management Consultant - GM
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Woolworths

Conor O'Malley
Proprietor,
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Abby Phillips
Business Transformation Lead,
Lion Dairy & Drinks

Kerry Pronk
COO,
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Greg Savage
General Manager,
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*Head of Remuneration
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*Director Global Supply
Optimisation,
Treasury Wine Estates*

Bettina Venner
*Manager Supply Chain
Development,
ICN Department for Industry
and Skills*

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*HR Manager SA/WA/NT,
PepsiCo*

Louise Warner
*Executive General Manager
Fuels & Infrastructure,
Caltex Australia*

Andrew White
*DC Manager,
Coles Supply Chain*

Amanda Woollard
*General Manager Retail,
BP Australia*

Gigi Yuen
*Global Carbon Neutral Lead,
BP Australia*

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*Operations Manager,
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Michelle Bakjac
*Director / Psychologist /
Coach / Trainer,
Bakjac Consulting*

Jason Barclay
*Logistic Director,
Lion Dairy & Drinks*

Jenny Barnes
*Energy Manager and Manager
Co-Generation plant,
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Mim Bartlett
*Director,
Mim Bartlett Consulting*

Michael Blenkin
*Senior Business Development
Manager, Cardiac and Vascular
Group,
Medtronic*

Annabelle Blom
*Head of Western Australian
Iron Ore Resource Engineering,
BHP*

Anneli Blundell
*Director,
Anneliblundell*

Marie Bourgoin
*General Manager Newman
Operations,
BHP*

Gayle Bowness
*Director Business Development
Fluor Mining and Metals,
Australia*

Sophie Boyd
*Supply Planner,
Coles*

Belinda Bright
*Regional Managing Director
Aust/NZ,
Kepner Tregoe*

Brendon Brodie-Hall
*General Manager,
Rio Tinto, Dampier Salt*

Ryan Buckle
*Marketing Director,
Lion Dairy & Drinks*

Peter Charker
*Head of Department - Leadership
and Management,
TAFE NSW*

Andrea Clarke
*Founder / Author,
Career CEO*

Simon Cook
*Director,
Springfox*

Peter Crone
Consultant

Chris Crozier
*VP Mining Services AUSPAC,
Orica*

Ben Cullinan
*Head of Strategic Studies, Access
& Heritage, Minerals Australia,
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Anna Dartnell
*General Manager Bulk,
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Fabian Dattner
*Founder-CEO,
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*Brewer,
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Prof. Amalia Di Iorio
*Associate Pro Vice-Chancellor
(Academic Partnerships),
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Sarah Dixon
*GM Bulk East,
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Jasmine Doak
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*Representative,
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Neil Duggan
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Nicole Duncan
*Chief People and Legal Officer,
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Eva Ford-Murphy
*Communications Manager
Electrification Business Asia Pacific,
ABB*

Kylie Fraser
*President FMCG,
Linfox*

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Vanessa Giordani
*Deputy General Manager
Procurement,
Nissan Motor Company*

Russell Gosling
*Head Brewer,
Lion Co.*

Samantha Grima
*Customer Engagement & Supply
Chain Leader,
Lion Dairy & Drinks*

Rachel Hamlen
*Head of Customer Experience,
FairVine Super*

Jo Hammond
*General Manager of Health &
Safety Supply Chain,
Coles*

Wendy Hanrahan
*Director,
Wendy Hanrahan Consulting*

Sharon Hansen
*General Manager- Customer
Services,
Murrumbidgee Irrigation*

Louise Harding
*People & Culture Director,
Lion Dairy & Drinks*

Leanne Hart
*Capability Builder,
Hart2Heart Consulting*

Camille Henderson
*Group Manager, Corporate Affairs,
Bis Industries*

Karyn Hinder
*Founder,
Working Spirit*

Venita Hudson
*National Manager Specialist
Services,
Converge International*

Ron Hurley
*Supply Chain Director,
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Meg Hutchins
*Women's Recruitment Officer,
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*Packaging Shift Lead,
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*Managing Director,
Lion Drinks & Dairy*

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*Commander,
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*Executive General Manager Supply
Chain,
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Jane Mahon
*CEO,
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*Head of Tech Centre Ops and
Optimisation,
Coles*

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*Production Manager,
PepsiCo*

Jo Marshall
*Owner,
Culturise*

Megan McCracken
*Owner,
Pleiades Consulting*

Martin Monaghan
*Head of National Fields Operations,
Caltex Retail*

Karen Morley
Executive Coach, Speaker & Author

Marlaina Morley
*Human Resources Manager -
Sydney,
O-I*

Tracey Morris
*Commercial Manager -
Development,
Webster Ltd*

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*Operations Manager,
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*Acting Human Resources Director,
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Breanna Peck
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Emily Perkins
*Feedlot Manager,
JBS Feedlot*

Abby Phillips
*Transformation Lead,
Lion Dairy & Drinks*

Emma Press
*Medtronic Executive Sponsor,
Medtronic*

Michelle Redfern
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Advancing Women*

Stephanie Ridge
*HR Manager,
PepsiCo*

Jodi Schedue
*Head of Remuneration
& Workforce Planning,
Coles*

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Deb Scown
Head of Continuous Improvement,
Caltex

Shil Shanghavi
Chatterchief,
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Madeleine Shaw
Executive Coach, Speaker
and Facilitator

Pip Smith
Operations Manager for
B&D Doors,
DuluxGroup

Doug Stakic
Senior Plant Manager,
PepsiCo

Michael Steed
Production Manager,
PepsiCo

Simon Stibbs
Director,
Edward George Pty Ltd

Guy Street
GM National Sales Operations,
Nissan Motor Company

Jenny Supple
Quality Manager,
PepsiCo

Chantelle Thom
Principal Advisor Inclusion
& Diversity,
Rio Tinto

Jenny Thomas
Regional S&OP Pacific,
Pernod Ricard

Simon Thomas
Project Director - South Flank,
BHP

Alyssa Van Every
Talent & Diversity Manager,
DuluxGroup

Bettina Venner
Manager Supply Chain
Development,
ICN Department for Trade
and Investment

Harry Venner
HR Manager SA/WA/NT,
PepsiCo

Louise Warner
Executive General Manager
Fuels & Infrastructure,
Caltex

Jason Webster
Senior Manufacturing Manager,
PepsiCo

Louise Weine
National Director,
NAWO

Fadzi Whande
Principal Consultant Diversity
and Inclusion,
Western Power

Penny Winn
Chair Port Waratah Coal Services
Non-Executive Director CSR Ltd,
Caltex Australia Ltd and Goodman
Ltd

Catherine Wood
Senior HR Manager, Talent
Management & Development,
ANZ,
Medtronic

John Yates
Director of Security,
Scentre Group

Jade Yates
National Manager, Customer
Centre and Loyalty,
Nissan Financial Services

Sonja Zdravkovska
Divisional Procurement Manager,
Visy Pulp and Paper

Kevin Zuccato
General Manager, Group Security,
Australia Post

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Registration No: A005618W

ABN: 57 164 216 711

www.nawo.org.au

Email: info@nawo.org.au

Mailing Address:
PO Box 1144
Surrey Hills VIC 3127

Phone: [+61 431 298 452](tel:+61431298452)



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