

# Ten years of NAWO

**“When I reflect on those earlier years, having the courage to ‘Go National’ and extend our horizons was a pivotal decision. It would have been so easy to stay in our Melbourne comfort zone. Our model was transferable, and that step change ensured that we quickly became relevant to a broad array of companies who were looking for unique development opportunities for their female talent.”**

● LIS MANNES, COUNTRY GENERAL MANAGER, CHEP AUSTRALIA, NAWO FOUNDING BOARD MEMBER



## CONTENTS

### INTRODUCTION

About us	4
NAWO Timeline	6
10 Years in Numbers	8
10 Years in Photos	9
Our Members	13
Chair Report	15
CEO Report	17
Financials	20

### OUR COMMUNITY

Our People	22
Our Board	22
Our Advisory Committee & Executive Team	23
Our State Committees	24

### THE PAST YEAR

Our Year in Numbers	25
Megan McCracken – Profile and 10 Year Reflection	27
Supporting Women & Supporting Organisations	31
Events	34
Programs	44
Mentoring	48

### PROVIDERS & PARTNERS

Endorsed Providers	54
Partners	55
NAWO gives back	56
Thank you to our Volunteers & Supporters	58





## ABOUT US

# Balancing gender in operations

NAWO is an incorporated not-for-profit community of like minded leaders, individuals and organisations advocating for gender balance.

## OUR VISION

To see gender diversity valued and balanced at every level in operations.

Within traditionally male-dominated sectors we advocate for a target minimum of 40% female representation at every level, with a shared understanding that gender diversity is a desirable outcome that positively impacts business metrics.

## OUR MISSION

NAWO supports people to lead more inclusively, provides a safe space to ask questions and have conversations that help achieve greater gender balance.

NAWO supports all women\* in achieving their career goals: providing meaningful connections, inspiring role models and development opportunities to activate their full potential.

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

\* PEOPLE WHO IDENTIFY AS FEMALE.

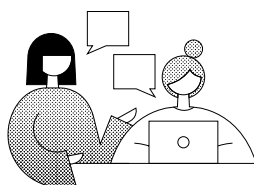


**In 2021, we are incredibly proud to commemorate the tenth anniversary of the formation of the National Association of Women in Operations – NAWO. This annual report is a celebration of all that has been achieved by many committed people on our remarkable journey...**

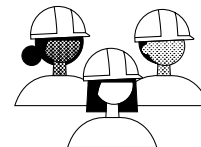
# NAWO Timeline

It all began when Lisa Eccleston from Orora invited 10 customers to send one of their executive women to a lunch to discuss the experiences of women in operational companies. Only three of those organisations had an executive woman, one of whom was Angela Tatlis...

- Angela Tatlis subsequently organises a networking event for executive women working predominantly in manufacturing companies, hosted by Mondelez. Fifty women attend.
- **WOMEN IN MANUFACTURING** is born, led by Angela Tatlis (Chair) and May Lee (Secretary).
- Other companies **VOLUNTEER TO HOST EVENTS**, inviting both their women and their senior executives to attend and speak at the events, establishing what is to become NAWO's successful event format.



**MENTORING CIRCLES**, NAWO's flagship mentoring program commences.



- Anna Dartnell and Megan McCracken launch **NAWO'S WA CHAPTER**.
- NAWO's first part-time paid contractors are employed.

- Louise Weine commences as **NAWO'S NATIONAL DIRECTOR**.
- NAWO is **RELAUNCHED AND REBRANDED**, with a new website and membership marketing and support tools.



2009

2011

2012

2013

2014

2015

- Orora makes a significant financial contribution for the group to **CREATE A WEBSITE**.
- The group is formalised as an association and renamed the **NATIONAL ASSOCIATION OF WOMEN IN OPERATIONS – NAWO**.
- Design of NAWO's **FIRST LOGO**.



- **NAWO'S FOUNDING BOARD** is established, deliberately including men: Angela Tatlis (Chair), Neil Fleming (Treasurer), May Lee (Secretary and Public Officer), Lis Mannes, Tim Hart, Rebecca Roberts, Chris Lokum, Megan McCracken; supported by Troy Webb and Justin Miles.
- Lis Mannes launches **NAWO'S NSW CHAPTER**.

- Launch of **NAWO'S QLD CHAPTER**.
- Introduction of **'NATIONAL LEADERSHIP DEVELOPMENT PRIORITIES' (LEARNING PRIORITIES)**: Personal Courage and Confidence, Career Management, Corporate and Commercial Literacy, Negotiation and Influence, and Authentic Leadership.
- Introduction of **TEXL – Transition to Executive Leadership Program** – the first of NAWO's **PROFESSIONAL DEVELOPMENT PROGRAMS**.
- NAWO's Girls Experiencing Industry Day attracts 110 14-17 year-olds, supported by ABB, BP, Goodman Fielder and Mondelez.

- NAWO establishes a **SOCIAL MEDIA PRESENCE** and digital communication is ramped up via targeted member communications.
- NAWO's focus expands from supporting women to include **SUPPORTING ORGANISATIONS** to support women.
- The first **INDUSTRY SOLUTIONS EVENT** is held for executive leaders.



# NAWO Timeline



- **NAWO'S SA CHAPTER** is launched.
- **NAWO'S INAUGURAL WEBINAR** 'Is your personal brand what it should be?' is fully subscribed within two hours of bookings opening.



- Introduction of **NAWO KNOWLEDGE SHARE FORUMS, SENIOR LEADER LUNCHEONS** and **MASTERCLASSES**.
- 'Building and Leading Diverse Teams' introduced as a new Learning Priority.

- **TACTICAL INDUSTRY PARTNERSHIPS** with like-minded organisations become a focus and add value for members.
- **NAWO'S NINE LEVERS FOR GENDER BALANCE** are distilled to provide a clear path forward for member organisations committed to making gender balance a reality.
- NAWO & BHP again partner to deliver a Pilbara Roadshow of career events.

- **NAWO'S INTERSECTIONAL ADVISORY COMMITTEE** is established.
- NAWO's **LOGO AND WEBSITE ARE REFRESHED** and upgraded in line with an enhanced digital offering for members – both organisations and individuals.



2016

2017

2018

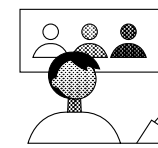
2019

2020

2021

- Angela Tatlis steps down as NAWO Chair and is replaced by **MEGAN MCCrackEN**.
- Launch of **NAWO'S REGIONAL DELIVERY PROGRAM**, hosted by SunRice in Leeton.
- Establishment of **NAWO'S NSW RIVERINA COMMITTEE** and **VIC GOULBURN VALLEY COMMITTEE**.
- Launch of '**PROJECT I**' – project based internships for female university students in partnership with Path4Graduates. A legal Equal Opportunity exemption is obtained for the project in order to focus on attracting only female graduates.
- NAWO receives a grant via the 'Women's Leadership Development Scheme' to trial Livestreaming technology to provide access for regional women and organisations.
- The **NAWO BHP PILBARA ROADSHOW** delivers career development events for the Port Hedland and Newman communities in WA's Pilbara region.

- In just five days, NAWO successfully pivots to deliver a **FULLY ONLINE CALENDAR OF EVENTS** and professional development programs in response to the global pandemic.
- **VISION AND MISSION REVISITED** – new Vision "To see gender diversity valued and balanced at every level in operations". Added focus area – Supporting inclusive leadership.
- **LOUISE WEINE** becomes NAWO's full time CEO.



- Megan McCracken steps down as NAWO's second Chair, to be replaced by **SOPHIE RAY**.
- **MALE ALLY INDIVIDUAL MEMBERSHIPS** are launched.

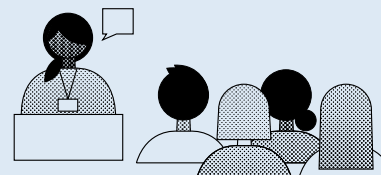
# 10 Years in Numbers

## 92

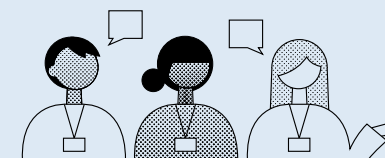
### CORPORATE MEMBERS

We are very proud to have been associated with the following organisations, who have been among our Corporate Members over the past 10 years:

ABB AUSTRALIA	COLGATE	KELLOGG	PEPSICO
AMPOL (FORMERLY CALTEX)	PALMOLIVE	KIMBERLY-CLARK	PERNOD RICARD
APA GROUP	COOPERS BREWERY LTD	LA SERVICES	WINEMAKERS
ARC	CORIOLIS	LACTALIS AUSTRALIA	POLLEN
INFRASTRUCTURE (FORMERLY BROOKFIELD RAIL)	CONSULTING	(FORMERLY PARMALAT)	CONSULTING GROUP
ARTC	COSTA'S PTY LTD	LINFOX	POWERLINK QUEENSLAND
ASAHI BEVERAGES	CSL BEHRING	LION CO	PPG AUSTRALIA
ASALEO CARE	CUB-SABMILLER	LOY YANG B	PROGRAMMED
AURIZON	DALRYMPLE BAY	OPERATIONS AND	RIDLEY
AUSTRALIA POST	COAL TERMINAL	MAINTENANCE P/L	CORPORATION
BEGA	DELOITTE	MAXITRANS	RIO TINTO
BEVCHAIN	DIAGEO AUSTRALIA	MCCAIN FOODS	SAGE GROUP
LOGISTICS	DULUXGROUP	MCKINSEY & COMPANY	SCALZO FOODS
BHP	ESSENTIAL ENERGY	MINERAL RESOURCES LIMITED	SELECT HARVESTS
BIS INDUSTRIES	FLETCHER BUILDING AUSTRALIA	MONDELEZ INTERNATIONAL	SPC ARDMONA
BLUESCOPE STEEL	FORTESCUE METALS GROUP LTD	NEWS CORP AUSTRALIA	SUNRICE
BP AUSTRALIA	FREMANTLE PORTS	NISSAN MOTOR CO	TOLL GROUP
BRADKEN PTY LTD	GALE PACIFIC	OFFICEWORKS	TOYOTA
BULLA DAIRY FOODS	GEORGE WESTON FOODS	O-I GLASS ASIA PACIFIC	UGL LIMITED
BUNNINGS	GOODYEAR & DUNLOP TYRES	OJI GROUP	UNILEVER
CBH GROUP	GOULBURN MURRAY WATER	OPAL	VISY
CHEETHAM SALT	HAWKER PACIFIC	ORICA	WALLENIUS
CHEP AUSTRALIA	INCITEC PIVOT LTD	ORORA	WILHELMSEN SOLUTIONS
CHOBANI PTY LTD	INFRABUILD	PACT GROUP	WESTERN SYDNEY AIRPORT
COCA-COLA AMATIL	INTREPID GROUP	PATTIES FOODS	WOODSIDE ENERGY
COCHLEAR LTD	ITW		WORKWEAR GROUP
COLES SUPPLY CHAIN			



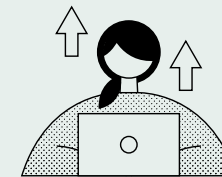
**300+**  
TOTAL NUMBER OF EVENTS



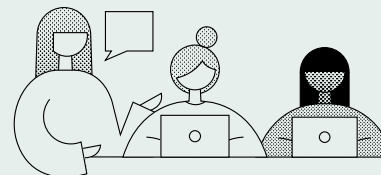
**21,000+**  
EVENT REGISTRATIONS



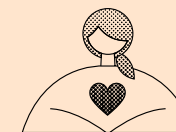
**85+**  
PROFESSIONAL DEVELOPMENT  
PROGRAMS



**790+**  
PROGRAM PARTICIPANTS



**360+**  
MENTORING CIRCLES PARTICIPANTS



**31** Board Members/  
Honorary Members/  
Ambassadors  
**97** State Committee  
Members  
**117** Mentors  
**496** Speakers

**740+**  
TOTAL VOLUNTEERS



# 10 Years in Photos





# 10 Years in Photos



QLD QUICK BITE EVENT HOSTED BY CALTEX - 2018



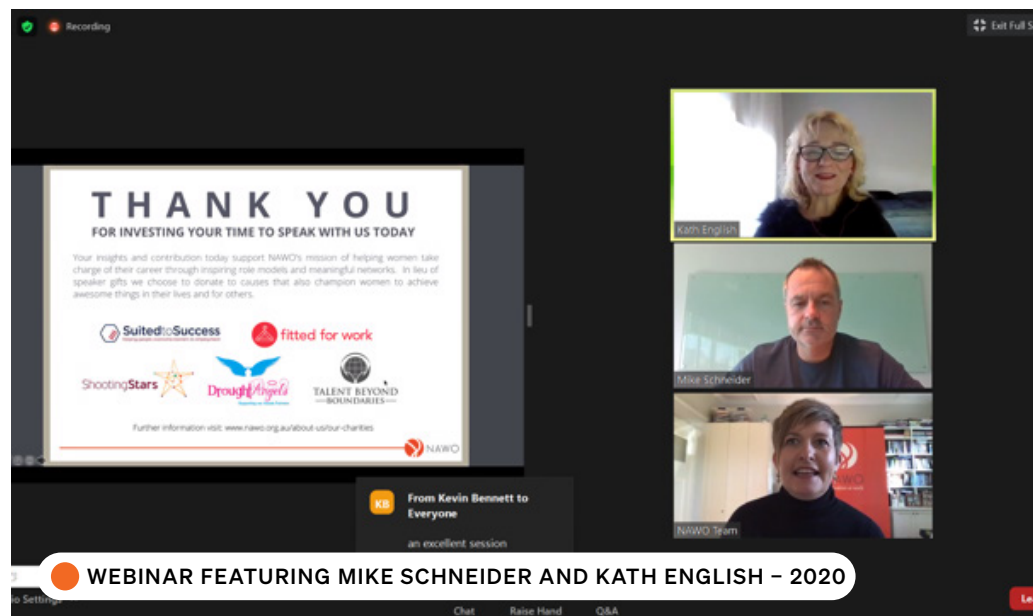
NSW QUICKBITE EVENT - 2017



SA QUICK BITE EVENT HOSTED BY PEPSICO - 2019



# 10 Years in Photos



**“We have been members for 10 years now and see NAWO membership as an enabler – with access to networking, development programs and best practice sharing, it informs and empowers us to drive change, both organisationally and individually. Ten years on NAWO has been able to adapt to the needs of its members – both corporates and individuals. NAWO will continue to evolve and grow as it provides something unique and has always been run by a Board full of passion and energy to deliver.”**

● REBECCA ROBERTS, GM PEOPLE, BLUESCOPE (AUSTRALIAN STEEL PRODUCTS), NAWO FOUNDING BOARD MEMBER

# NAWO Premium Corporate Members

CURRENT AS OF JUNE 30, 2021

NAWO is proud to be associated with an engaged network of individual and corporate members who share our commitment to inspire and drive positive change for better gender balance in operations. Together we are investing in our vision to see gender diversity valued and balanced at every level in operations.





# NAWO Corporate and Flex Members

CURRENT AS OF JUNE 30, 2021

## CORPORATE MEMBERS



## FLEX MEMBERS



# Megan McCracken

Ten years ago, ten women met for lunch that sparked a conversation that led to the formation of NAWO under the leadership of our Founding Chair, Angela Tatlis.

I am proud to stand on the shoulders of those women to progress our vision to see gender diversity valued and balanced at every level in operations within traditionally male-dominated sectors.

NAWO is a quiet achiever with a high impact agenda. Our work supports our members to take practical action every day both individually and as an organisation. With our digital first approach we reach right to where we are needed at remote sites, and in the offices of enterprises in every corner of Australia.

We advocate for a target minimum of 40% female representation at every level, with a shared understanding that gender diversity is a desirable outcome that positively impacts business metrics. And we seek to role model that ourselves.

In FY21 we welcomed Matthew Brierley, Adrian Fahey, Kartini Oei and Andrea Sutton to the board and are already seeing the impact of their input to the organisation.

Earlier this year long time NAWO member Anna Dartnell stepped down from the board. Anna has been involved with NAWO since the very early years and set up the WA Committee. And Kylie Fraser, our fabulous NSW Board member and Mentor will step down at the 2021 AGM.



MEGAN (FAR RIGHT) WITH NAWO BOARD MEMBERS (LEFT TO RIGHT): MELISSA DONALD, KYLIE FRASER, MARCUS HOOKE, TANIA MONTESIN AND SIMON BROMELL





# Megan McCracken

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I too complete my tenure at NAWO this year. For the last eight years I have been so proud to call myself a member of an organisation that is so welcoming, purpose focussed, and outcome driven. Everything I wanted to see in place before the end of my tenure has come to fruition through the efforts of our wonderful team of paid and volunteer staff and I am ready to hand the reins to our next Chair, Sophie Ray, to take NAWO to the next level. Sophie's appointment to the NAWO Board as Chair will be ratified at the August 19 board meeting, immediately following the Annual General Meeting.

Sophie has been selected as a result of a skill-based selection process, conducted by the Board Recruitment Sub Committee. As an experienced director and Chair, a business owner and lifelong passionate supporter of women in every facet of business and life, Sophie is very well placed to Chair our board on behalf of members. I know you will join me in offering Sophie a very warm NAWO welcome.



*Megan McCracken*  
**NAWO NATIONAL CHAIR**  
**OWNER, PLEIADES CONSULTING**





# Louise Weine

I am very pleased to say that this, our tenth year as an incorporated association, has been another successful one on many fronts. As a community, we strive to empower individual members to take action that solves for greater balance, both inside and outside of work. This is the positive impact NAWO makes.

This impact is increased by greater participation in our events, forums and programs. All NAWO's forums are curated around our Five Learning Priorities and Nine Levers for Gender Balance. Our objective is for our members to take forward one or two things they can do differently to grow personally, better support their team, and positively impact their operation with respect to culture and the representation of women in operational roles. NAWO membership is like a gym membership, you only get results by going to the sessions and doing the work.

Pleasingly, we have seen significant increases in participation in our events, forums, and programs this year. The results speak for themselves as you will see in the 'Our Year in Numbers' section of this report and the highlights for me this year are:

- The delivery of high-quality national Webinars curated by our volunteer State Committees. The feedback has been consistently high and having these available on demand for members is an additional member benefit.
- The NAWO Mentoring Program - 61 mentees completed the program in 2020 and we have 113 mentees participating in 2021. Over 85



LOUISE WEINE AND OUTGOING BOARD MEMBER, KYLIE FRASER

# Louise Weine

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volunteer mentors have supported the program over the two cohorts, and we received outstanding feedback from both mentees and mentors.

- The positive response to our fortnightly 30 minute Check In & Chat sessions where we get to speak to amazing women in amazing roles, as well as hearing from friends of NAWO who share their knowledge on relevant ‘hot topics’.
- The success of our Knowledge Share Forums and the annual Executive Forum, encouraging leaders at every level to connect with one another across multiple industries and businesses, sharing what works (and what doesn’t).
- The introduction of two unique and powerful inclusive leadership programs - Dr Karen Morley’s Inclusion Influencers program and the Brené Brown program Dare to Lead, facilitated by Rebecca Hopkins.
- Delivering greater member benefit through our collaborative partnerships with ASCI, The Best Practice Network, Path4Graduates, Ducere Global Business School and most recently IWIMRA - Indigenous Women in Mining and Resources Australia.
- Appointing eight volunteer advisors to the Intersectional Advisory Committee – a brains trust that will help us ensure we are as inclusive as we can possibly be for all women, no matter their diversity.

Our digital transition has accelerated, with the pandemic a catalyst for change. Evolving from the initial ‘pivot’ we have now invested in a new website which will become the hub for our digital activity. We will continue to improve our processes and communications to enhance the

member experience and nurture our member relationships. The ultimate objective - to provide easy access to the most useful content and facilitate the most meaningful connections for NAWO members.

Whilst we pride ourselves on our ‘digital first’ approach, we are committed to providing in person opportunities to connect in local geographies, and our committees are brainstorming some fabulous new ways to connect in COVID safe ways. Thanks to our WA Committee we have already offered two in person events in Perth this year.

In celebration of our tenth anniversary, it has been delightful to reflect back upon the volunteers who brought this organisation to life, recognising their contributions via vignettes on social media and in our ‘Timeline’ and ‘10 Years in Numbers’ sections in this report. I hope you have also enjoyed this trip down memory lane!

We continue to have a very loyal and passionate volunteer community here at NAWO, and I am immensely proud of the part this plays in building meaningful connections for operations professionals, united around a passion for more inclusive workplaces. I thank all our volunteers for making this such a rich and rewarding community. There are two volunteers to whom I wish to give very special thanks as their volunteer time with NAWO comes to a close.

Kylie Fraser, President Consumer and Healthcare Group at Linfox, steps down in August after six years as a Board member. Kylie started with NAWO as a volunteer executive mentor, and we were delighted when she agreed to join the board in 2016. An exceptional leader and role model for so many members, we are super grateful to Kylie for her service.

# Louise Weine

Megan McCracken, Non-Executive Director and Owner of Pleiades Consulting, has dedicated eight volunteer years to NAWO, investing many hours and dedicated effort into her role as a board member, and as board Chair for the last four years. Megan has been an exceptional mentor to me and a tremendous support through the ups and downs of the last eighteen months. Megan leaves a great legacy and I wish her well with her next important Chair role with the Freight and Logistics Council of WA.

Thank you to all our members, corporate and individual, for your continued commitment to balancing gender in operations. We recognise there is still a long way to go in the journey to see gender diversity valued and balanced at every level and we are here to support you every step of the way.

Finally, I wish to congratulate our dedicated team of employees and volunteers on what has been yet another year of encouraging progress.



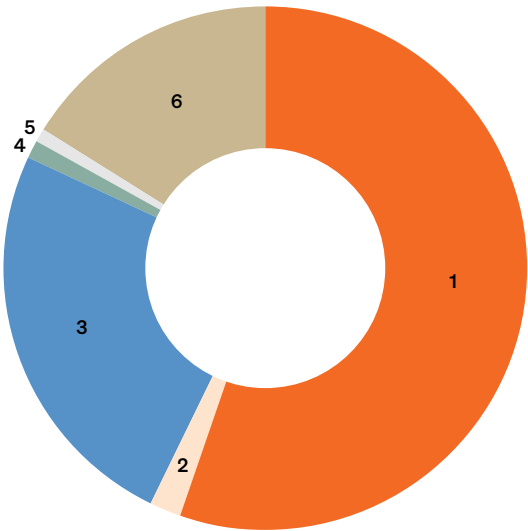
*Louise Weine*  
**NAWO CHIEF EXECUTIVE OFFICER**



MEGAN MCCrackEN & LOUISE WEINE AT WA 'FILLING THE TALENT POOL' EVENT – 2015

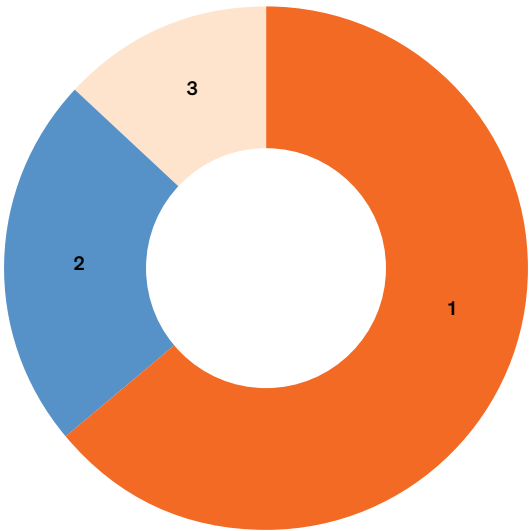


# Revenue



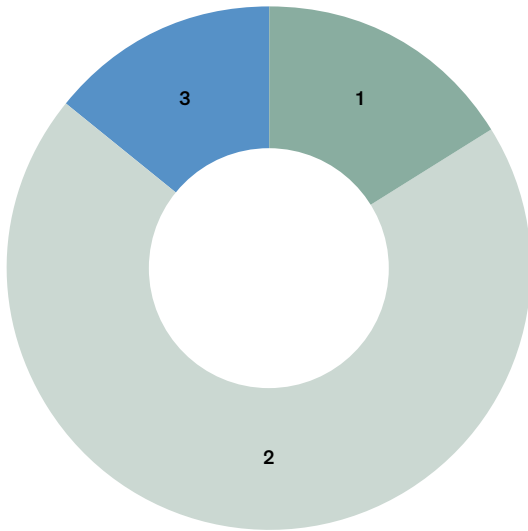
1 CORPORATE MEMBERSHIPS	56%
2 INDIVIDUAL MEMBERSHIPS	2%
3 EVENTS & PROGRAMS	25%
4 CONSULTING	.5%
5 OTHER REVENUE	.5%
6 GOVERNMENT GRANTS	16%
<hr/>	
TOTAL REVENUE	100%

# Expenses



1 MEMBER & VOLUNTEER ADMINISTRATION	64%
2 EVENTS & PROGRAMS	23%
3 TECHNOLOGY	13%
<hr/>	
TOTAL EXPENSES	100%

# Events and Programs Expenses



1 MENTORING	17%
2 PROGRAMS	70%
3 EVENTS	13%
<hr/>	
TOTAL E&P EXPENSES	100%

**“I joined the NAWO Board around 5 years ago, after realising the benefit that NAWO membership had brought to my employer as we sought to create a more open and diverse workplace where all our current and future team members could be their best.**

**The journey and challenge for change has only just begun, and there is still so much to do to create workplaces everyone truly wants to be part of. ”**

● SIMON BROMELL, GROUP GENERAL MANAGER – BEVERAGE, ORORA LIMITED, NAWO BOARD MEMBER



## OUR PEOPLE

NAWO is resourced by an agile executive team and an active volunteer network. We are proud that our board and various committees are full of passionate operations professionals actively aligned to NAWO's vision.

We encourage our member organisations to engage with NAWO at different levels to maximise the impact of membership – as board members, committee members, speakers and mentors, and hosting and participating in events and programs. Men are actively encouraged to get involved with NAWO to engage with inclusion and diversity issues.

Our 200+ volunteers are integral to our impact. They are change makers who take meaningful action within their own workplaces, and extend their influence across the NAWO network to activate change.

**“Our board has diversified and our conversations are richer for this diversification. Our members see us as a partner in their agenda for gender diversity and our programs continue to be relevant and well sought after.”**

● LORETTA CROKER, NAWO BOARD MEMBER

## OUR BOARD

NAWO is led by an unpaid, gender-diverse board of dedicated senior professionals who are responsible for overall governance, verifying strategic direction and supporting the CEO and NAWO's team of paid and volunteer staff to effectively manage the organisation.



**MEGAN MCCRACKEN**  
NAWO National Chair  
Owner, Pleiades Consulting



**ANNA DARTNELL**  
General Manager Bulk –  
Iron Ore & Central, Aurizon  
(Until August 2020)



**MARCUS HOOKE**  
NAWO Board Treasurer  
Executive General Manager  
of Production, Logistics and  
Property, News Corp Australia



**MELISSA DONALD**  
General Manager People &  
Culture, Jewish Care Victoria



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



**ADRIAN FAHEY**  
Chief Executive Officer,  
SAGE Group  
(From August 2020)



**MATTHEW BRIERLEY**  
Manager, Intelligent Assets  
& Gender Equality Matters –  
Chair, at Woodside Energy  
(From August 2020)



**KYLIE FRASER**  
President Consumer &  
Healthcare Group, Linfox



**SIMON BROMELL**  
Group General Manager –  
Beverage, Orora Limited



**KARTINI OEI**  
Aviation Business  
Development Lead –  
Asia Pacific, Air BP  
(From August 2020)



**LORETTA CROKER**  
General Manager – Australia  
& New Zealand Commercial  
Operations, CSL Behring



**ANDREA SUTTON**  
Non-Executive Director  
(From August 2020)

## OUR ADVISORY COMMITTEE

NAWO is respectful and inclusive of all diversity and intersectionality. We acknowledge that different parts of a person's identity or circumstances – such as age, race, culture, disability, gender, location or religion – intersect and combine to shape life experience, including that of discrimination.

In April 2021, we established our new Advisory Committee. Comprised of a diverse group of stakeholders, the role of this group is to give considered advice and recommendations regarding the intersectionality of the NAWO strategy, operational plan and related activities.



**MARILYN ANDRE**  
Board Member,  
Civil Aviation Authority



**KARYN ERVIN**  
Director at Inclusion Group,  
Australian Public Service  
Commission



**MATTHEW BRIERLEY**  
Manager, Intelligent Assets  
& Gender Equality Matters  
–Chair, Woodside Energy,  
NAWO Board Member



**EMILY KENDALL**  
Engineer, Woodside Energy



**SELENA BUNT**  
Operations Director,  
Competitive Capabilities  
International (CCi)



**DIVYA PASUPULETI**  
Senior Manager – Business,  
NBN Co.



**BRENDA DEBESTEN**  
Continuous Improvement  
Manager, Orica



**ANITA TAN**  
State Manager, Victorian  
Transcultural Mental Health



**EMMA DELLAR**  
Principal Geophysicist  
Operations, Fortescue Metals  
Group Ltd



**LOUISE WEINE**  
CEO, NAWO



**MELISSA DONALD**  
General Manager People &  
Culture, Jewish Care Victoria,  
NAWO Board Member

## OUR EXECUTIVE TEAM

NAWO's exceptional network of volunteers is supported by a small, equally dedicated paid team of executive staff, all of whom work flexibly and remotely, to deliver NAWO events, programs and resources for members.



**LOUISE WEINE**  
CEO, NAWO



**FIONA EVANS**  
Communications Director



**SHARON GROSVENOR**  
Member Relations Manager



**LEANNE HART**  
NAWO Mentoring Program  
Manager



**MICHAELA MATTHEWS**  
Communications Assistant



## OUR STATE COMMITTEES

NAWO's extraordinary State Committees are comprised of industry volunteers, each with strong track records as professionals and leaders in operations, who work together to develop an inspiring calendar of NAWO events and speakers from each state or region.

### VICTORIA STATE COMMITTEE



**JENNY GILLAM**  
Victorian State Committee Chair  
Director, Jenny Gillam Consulting

**HANNAH BABBINGTON**  
Branch Services Administrator, MaxiTRANS

**NARELLE BANFIELD**  
HR Manager, MaxiTRANS

**RAVINDER BHAL**  
Manager – Network Interface and Planning, Australia Post

**CARINA BREWSTER**  
Chief People Officer, Active Tree Services

**SANDRA DAL MASO**  
General Manager – Research and Development, Bega

**BRENDA DENBESTEN**  
Continuous Improvement Manager, Orica

**KATH ENGLISH**  
Strategic Procurement Capability Manager, Opal

**PEGGY KALANTZIS**  
NAWO Committee Member

**SELENA MAIN**  
Senior Human Resources Manager, Mondelez International

**REBECCA PRESGRAVE**  
Procurement Manager, PZ Cussons

**MANISHA TANEJA**  
Shipping Operations & Laytime Specialist, Incitec Pivot Limited

### WESTERN AUSTRALIA STATE COMMITTEE



**CHANTELLE THOM**  
WA State Committee Chair  
Principal Advisor Inclusion & Diversity, Rio Tinto

**BALRAJ HANSRA**  
Principal – Strategy & Innovation, BHP

**CAMILLE HENDERSON**  
Communications and Brand Manager, Mineral Resources Limited

**REBECCA KIRK**  
Logistics Operations Manager – West, Dyno Nobel Asia Pacific  
*Until 9/4/21*

**BLAIR MCGLEW**  
Group Manager Project Approvals, Fortescue Metals Group Ltd

**DANIEL RANSCHAERT**  
Operations Manager, BlueScope

**ERIN RUNDLE**  
Indigenous Employment Manager, Minderoo Foundation  
*Until 31/10/20*

**LIZ SINGLETON**  
Manager Customer Insights & Innovation, Programmed  
*Until 3/5/21*

**AMBER STEVENSON**  
Superintendent Aboriginal Employment, Fortescue Metals Group Ltd

**SIMON STIBBS**  
Executive Coach, Edward George Pty Ltd

### SOUTH AUSTRALIA 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, SA/NT, BlueScope Steel

**STEPHEN DIPROSE**  
Commercial Manager, Coles Supply Chain

**BELINDA GRANT**  
Human Resources Manager, Orora Glass & Closures

**TANYA MADDEN**  
Senior HR Advisor, Liebherr-Australia Pty Ltd

**SHELLEY O'REGAN**  
Continuous Improvement Leader, Dulux Group

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

### NEW SOUTH WALES STATE COMMITTEE



**KYLIE JONES**  
NSW State Committee Co-Chair  
Site Manager Wetherill Park, ITW Polymers and Fluids Asia Pacific



**ABBY PHILLIPS**  
NSW State Committee Co-Chair  
Director of Operations, ITW



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

**MELITA BEVAN**  
Asset Support Team Leader, CHEP Australia

**JULIAN BUTTENSCHAW**  
Network Support Manager, Australia Post  
*Until 18/6/21*

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

**MARYANNE RIAD**  
Production Manager, DuluxGroup

**NICK SAKURMOVSKI**  
Head of Supply Chain Control Tower, Coca-Cola Amatil

**DIANE UTATAO**  
Director, D&I Consulting Services

**KAMINI WIJEKULASURIYA**  
BOS Furnace Operations Manager, BlueScope Steel

### QUEENSLAND STATE COMMITTEE



**JOSEPHINE RAHMAN**  
QLD State Committee Co-Chair  
Product Technical Representative, BlueScope Steel



**JESSICA TAYLOR**  
QLD State Committee Co-Chair  
State Sales Manager – Distribution, BlueScope Steel

**LEA BAXTER**  
Human Capital Manager, Aurizon

**TONI DUGDALE**  
External Affairs Manager Communities, Origin Energy  
*Until 10/9/20*

**GEMMA FLETCHER**  
Organisational Development Advisor, Programmed

**TIM REICHEL**  
HR Business Partner – QLD, Australia Post

**DAVINA SHEARER**  
Diversity and Inclusion Adviser, Sodexo  
*Until 7/8/2020*

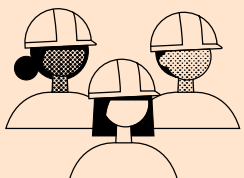
**HONG WEERASEKARA**  
Procurement Business Partner, Toll Group

**ANDREW WHITE**  
DC Manager, Coles Supply Chain

**JANELLE WIEDEN**  
Customer Service Manager QLD, Opal



# Our Year in Numbers 2021



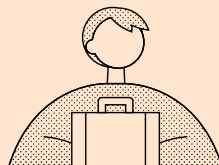
**59**

**CORPORATE MEMBERS**  
(AS OF 30 JUNE 2021)



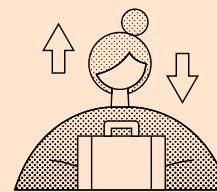
**33**

**PREMIUM CORPORATE MEMBERS**



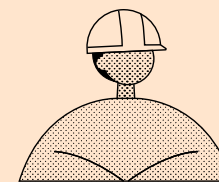
**22**

**CORPORATE MEMBERS**



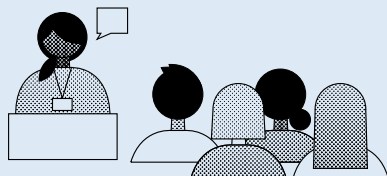
**4**

**FLEX MEMBERS**



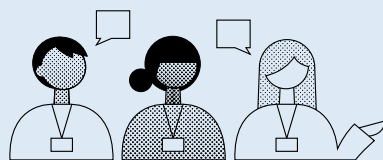
**83**

**INDIVIDUAL MEMBERS**



**55**

**TOTAL NUMBER OF EVENTS**



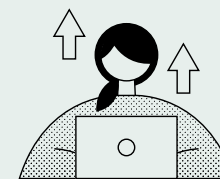
**6,597**

**EVENT REGISTRATIONS**



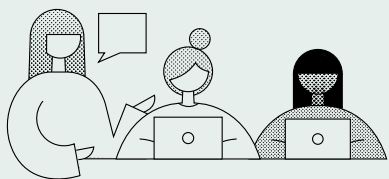
**4**

**PROFESSIONAL DEVELOPMENT  
PROGRAMS**



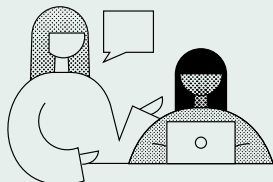
**110**

**PROGRAM PARTICIPANTS**



**14**

**MENTORING CIRCLES**



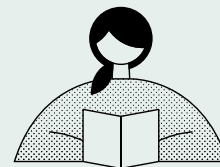
**53**

**1:1 MENTORING PARTNERSHIPS**



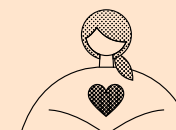
**68**

**MENTORS**



**119**

**MENTEES**



**12** Board Members  
**8** Advisory Committee  
**20** Honorary Members  
**43** State Committee  
Members  
**68** Mentors  
**58** Guest speakers

**200+**

**TOTAL VOLUNTEERS**

**“When I was 12, I didn’t start out thinking I would be a board chair. I wanted to be an Egyptologist, a spy, a journalist, or the first female prime minister of Australia. I figure I can still be three of those, however I don’t want to be prime minister anymore. You seem to have to choose a side and that doesn’t suit my leadership style.”**

● MEGAN MCCracken, NAWO NATIONAL CHAIR, OWNER – PLEIADES CONSULTING

# Megan McCracken

*“You must do the thing you think you cannot do.”  
– Eleanor Roosevelt*

Megan McCracken’s calmly confident, thoughtful persona harbours over thirty years of experience in operational businesses in WA, Victoria, and NSW in mining, automotive, energy and rail, including almost a decade at executive level. She is also an intelligent and inspiring leadership and team effectiveness coach who devotes countless hours to both being a mentor (formal and informal) and teaching others the fine art of mentoring.

It’s hard to imagine there’s anything that Megan can’t do, however Eleanor Roosevelt’s words have inspired Megan throughout her career and could apply equally to the remarkable board she has served on for the past eight years, chairing for the last four.

As Megan prepares to step down as National Chair of NAWO in August 2021, we share her reflections on the notable achievements over her tenure and a career in historically\* male dominated business...



\*MEGAN CHOOSES TO REFER TO ‘HISTORICALLY’ MALE DOMINATED BUSINESSES: “WE ARE WORKING TO ACHIEVE GENDER BALANCE AND I LOOK FORWARD TO A FUTURE WHEN THEY ARE NO LONGER MALE DOMINATED INDUSTRIES”.



# Megan McCracken

“When I moved back to Perth after 16 years living and working on the east coast, Anna Dartnell happened to be returning at the same time – we had met when I worked at Hammersley Iron and Anna was a graduate.”

“Having been involved with NAWO in Victoria, Anna was launching NAWO in Perth and invited me to get involved. She became NAWO’s WA Committee Chair and I signed up the company I worked for, Brookfield Rail (now Arc Infrastructure), and joined the NAWO Board.”

It was 2013 and the time was right in Perth. WA had the worst gender balance stats in the country – the gender pay gap was 27% – and the pivotal ‘Filling the Pool’ gender equity research study had commenced. The launch of the report in 2015 coincided with the timing of NAWO’s rebranding and launch nationally.

While Megan credits NAWO’s broad operational focus and educational Learning Priorities with its success, both in WA and beyond, she is emphatic that the many highlights of her journey with NAWO were dependant on the solid foundations laid by NAWO’s founders.

“All of our achievements are on the back of the work done by Angela Tatlis, NAWO’s founder and founding Chair, and the extraordinary group of women and men that were our founding board.”

“Our achievements are building on those foundations to ensure NAWO continues to grow and remain relevant into the future.”

Megan identifies six key factors that mark NAWO as different and are the hallmarks of NAWO’s success.

## 1. LEARNING PRIORITIES

“Very early on, the board realised there was a real gap in the market for targeted leadership education and developed the Five Key Learning Priorities for women’s leadership development. At each event attendees would cover off one of the Learning Priorities. If they came to five events per year, they knew they would cover the five different topics that would aid their progress on their leadership and diversity journey.”

“Anyone in a company – male or female – could come along to any of our events and get motivated and gain useful knowledge.”

## 2. ACTIVELY INVOLVING EVERYONE WITHIN A COMPANY – NOT JUST WOMEN

“Engagement with men and a willingness to listen to views that may not be comfortable to listen to are fundamental to NAWO’s success.”

## 3. 40% MEN ON THE BOARD

“This has not been easy to achieve! It makes me laugh when people say how hard it is to find women for boards – they want to try recruiting men to an organisation that has ‘women’ in the name!”

With NAWO’s Committees now boasting commendable levels of male and intersectional representation, Megan says they are reaping the benefits of the ensuing ideas and discussions.

# Megan McCracken

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“If anyone has any doubt about the importance of diversity, I invite them to sit in on our committees or any other truly diverse committee to experience the discussions – they are electric!”

“I’ve always worked in male dominated industries. As a woman, I can walk into a building and I know immediately if it is meant for me, or if what is written is meant for me. Diversity helps educate people to identify potential barriers to inclusion.”

## 4. CLARITY OF OUR PURPOSE AND VISION

“One of our most challenging moments as a board was setting our first Vision statement. It took enormous effort, discussion and debate to reach this clarity. It remains incredibly important. The value of any new idea is measured against our vision and purpose – we have to focus our resources on what we can do really well.”

## 5. INTERSECTIONALITY ADVISORY COMMITTEE

“I was close to tears when our Intersectionality Advisory Committee became a reality. It created an understanding within NAWO that this is not just about women, it is about gender balance. And there are many intersections between women and other sections of our community – LGBTQI, Indigenous, age, ethnicity, etc. It has been extraordinary to see this come to fruition.”

## 6. OUR PEOPLE

“NAWO’s exceptional group of just 3 paid staff, supported intermittently by a small number of contractors, and an enormous contingent of 200+ volunteers are NAWO’s most important asset. Together, they facilitate an

awesome calendar of events and member services.

As COVID shut down events everywhere, our tiny group of staff managed to pivot NAWO from external to a fully online offering in just five days! NAWO is not a big organisation with masses of resources and what we managed to achieve in such a short space of time was remarkable. It is a great example of the importance of having an aspirational goal and a very clear purpose to ensure you are ready when the right moment presents itself.

Operational businesses cover some of Australia’s most isolated areas and for five years NAWO had been trialling different methods unsuccessfully to deliver services remotely in those locations. As new methods of remote communication evolved rapidly in response to COVID lockdowns, our team was quick to recognise and take advantage of the opportunity.

Being able to reach into all of those areas as we now can has made such a huge difference for our network. As a result NAWO is now stronger than ever.

I never imagined I would see all the things I hoped to achieve as Chair become a reality: reaching regional and rural members; establishing an intersectional committee; employing a full time CEO and small team of paid staff.

As Angela did before me, I am proud to leave NAWO with a platform on which our next Chair, Sophie Ray, can take it even further.”

Thank you, Megan, for your incredibly warm and generous dedication to NAWO.

**“Our partnership with NAWO has not only provided us with a platform to be part of the conversation on gender balance in the supply chain and operations industry on a broader scale – a key area of focus for us given this has traditionally had less female representation – but has also supported the individual career development of our employees, female and male.”**

● ESME BORGELT, MANAGING DIRECTOR, KELLOGG, AUSTRALIA AND NEW ZEALAND



# Supporting Women + Supporting Organisations

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NAWO supports 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 professional development programs geared around our Five Key Learning Priorities. Originally developed to support women in career to develop their strengths and ensure NAWO curated events around meaningful topics, these priorities have evolved to be less about ‘what women should be doing to improve themselves’ and more about ‘what it takes to be successful, and more inclusive in an operations workplace striving for greater gender balance’.

As such, they allow us to reach a more diverse audience generally and also to encourage men who are active allies for change to get involved in NAWO events, forums and programs.

Our current priorities articulate the essential ingredients for success in the future world of operations. Importantly, priority number one is Building and Leading Diverse Teams, specifically focusing on ways to be a more inclusive leader every day.

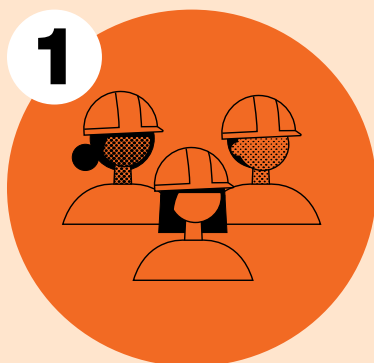


# Supporting Women + Supporting Organisations

## Five Key Learning Priorities

Future Focused & Adaptive Learning

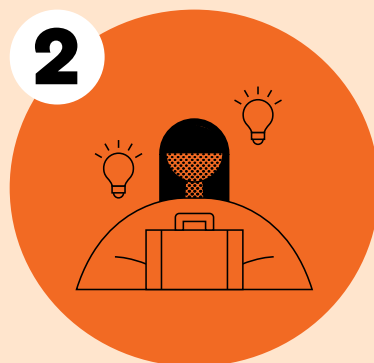
1



### Building & Leading Diverse Teams

- Understanding & managing bias
- Forming diverse teams for high performance
- Effectively leading diverse teams for high performance
- Giving & receiving feedback
- Facilitating to leverage diversity

2



### Business & Technical Acumen

- Creativity & innovation
- Metrics & measures that matter
- Business partnering (Cross functional collaboration)
- Project management
- Problem solving

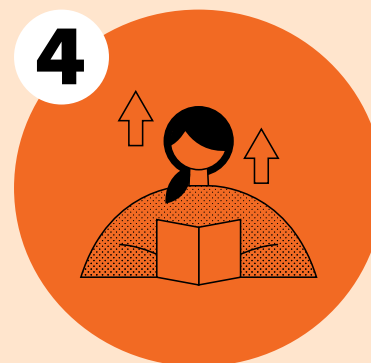
3



### Influence & Negotiation

- Championing change
- Negotiating strategies for win-win
- Identifying & influencing key stakeholders
- Building workplace relationships
- Communicating to influence

4



### Maximising your Effectiveness

- Self-efficacy & goal setting
- Building reputational capital
- Mindfulness & wellbeing
- Growing meaningful networks
- Communicating with purpose

5



### Adaptive & Courageous Leadership

- Self-awareness, authenticity, values & motivations
- Leadership vision & legacy
- Taking decisive action
- Having courageous conversations
- Building trust

# Supporting Women + Supporting Organisations

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.

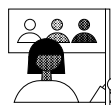
NAWO's Nine Levers for Gender Balance are the distillation of knowledge we have gleaned from our member network and wider diversity research regarding actions that can turn up the dial on the attraction, retention and progression of women in operational organisations and roles.

Members can access the NAWO Nine Levers Assessment Tool to help identify priority levers and possible actions.

## Nine Levers for Gender Balance

### Layer 1 – Leadership, Communication Frameworks & Action

1



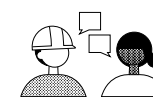
Unwavering leadership commitment to inclusion & diversity

2



Engaging & supporting leaders as role models

3



Clearly articulating the benefits of diverse teams at all levels

### Layer 2 – Principles, Policy, Practice & Process

4



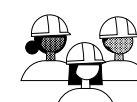
Fostering a values based, inclusive & respectful culture every day

5



Getting the basics right, policy, goals reporting & accountability

6



Embracing a diverse talent pool through hiring, promotion development & remuneration

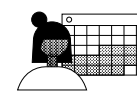
### Layer 3 – Supporting Successful Work/Life Integration

7



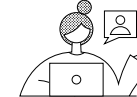
Enabling parents to 'share the care'

8



Effectively managing transitions to & from extended leave

9



Actively identifying & supporting flexible work options



# 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 achieve greater gender diversity. NAWO's transformation to a carefully curated digital offering was further crystallised during this financial year and continues to be embraced enthusiastically by members.

Guest speakers and expert panels are predominantly experienced operational leaders sourced from within our Corporate Member network.

Site tours are always an invaluable part of NAWO events but unfortunately have been the most difficult aspect to maintain during the pandemic. We look forward to being able to enjoy tours on a regular basis again as COVID restrictions ease.



**“I found the event very inspiring and empowering! I left feeling like I wanted to put myself out there and ‘become’ that person who starts from scratch and learns all the time and leads. Great session and great speakers.”**

**“[The] event was great and very informative. Presenters were fantastic at explaining their thoughts and previous experiences.”**

#### CHECK IN & CHAT

Fortnightly Zoom 'Check In & Chats' connected and supported the NAWO community throughout the year. The informal 30-minute sessions were devoted to discussing subjects that matter to the network, relating to our Learning Priorities and Nine Levers for Gender Balance, and 'What a Job!' focusing on a member's specific role in operations. Their accessibility ensured the 15 sessions were well attended by members all over Australia with almost 400 registrations overall. An additional 7 networking events for NAWO mentees, mentors and key contacts also enjoyed over 750 registrations.

#### EVENT FEEDBACK

**“Thank you to the wonderful NAWO team for your continued efforts. The digital delivery is awesome as there are no geographical barriers to attend.”**







# Webinars and In Person Events

NAWO's ever-popular in person events are designed to give members the opportunity to forge meaningful connections across industries and disciplines in operations. Each event focuses on a topic aligned to one or more of NAWO's Key Learning Priorities or Nine Levers for Gender Balance and aims to inspire action, whether for an individual's career or for an organisation's approach to gender diversity. Conversations with inspiring people from within and beyond the NAWO community offer valuable insight into current issues.

While ongoing COVID restrictions necessitated the online webinar format for all but two of these events in 2020/21, this afforded members with the flexibility to watch and participate in webinars from anywhere in Australia live or on demand, and even enabled international participants to attend, greatly enhancing membership value.

As we return to COVIDSafe normality, we look forward to resuming these events in a variety of formats that can include site tours, social gatherings, organised walk-and-talks or more formal events.

During 2020/21, NAWO hosted 27 webinars and in person events, with an outstanding 5,323 registrations.





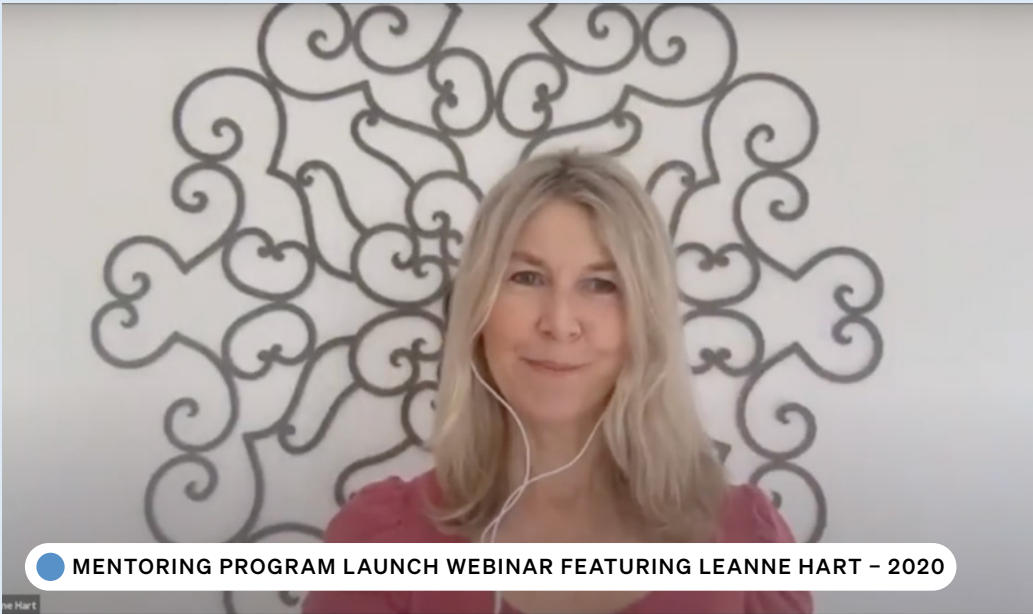
WEBINAR FEATURING ABBY PHILLIPS - 2021



QUICK BITE BREAKFAST HOSTED BY BUNNINGS - 2019



WA IN PERSON EVENT HOSTED BY PERSOLKELLY - 2021



MENTORING PROGRAM LAUNCH WEBINAR FEATURING LEANNE HART - 2020











# Executive Forums

NAWO's Executive Forums are invitation-only thought leadership forums to drive process and policy change in operational environments. They are for senior executives invested in activating change and bring our member companies together to learn and share best practice relating to NAWO's Nine Levers for Gender Balance. 'Reimagining the workforce post pandemic', the 2020 Executive Forum, was attended by 53 executives. Later in 2021, over 100 executives will join Sex Discrimination Commissioner Kate Jenkins, BHP and Programmed to discuss the topic Respect@ Work and what organisations can do to ensure their workplace is free of harassment and discrimination.

## EVENT FEEDBACK

**“Great job NAWO coordinating 2020 Zoom events, they have been great and the team has done a wonderful job.”**



# Knowledge Share Forums

These highly interactive forums bring together small groups of frontline leaders across the network to tackle the practical issues around NAWO's Nine Levers for Gender Balance.

Member organisations are allocated two seats per Knowledge Share Forum and participants leave furnished with ideas to activate within their immediate environment. NAWO hosted 7 forums over the year, attended by 51 participants.

## TOPICS COVERED

- Pipelining female talent via digital skills acquisition
- Increasing workplace opportunity through diverse parental options
- Respect@work: Implications for Sexual Harassment Prevention, Policy and Practice
- Thinking differently – disrupting 24/7 rostering systems for better diversity
- Bridging the gender data gap – best practice strategies for gathering accurate data
- Strategies for hiring from a broader pool of talent – recruitment and selection practices that strengthen the female talent pipeline





**“Probably the most thought-provoking session I have ever been part of. Moderator I had was also very engaging and I really loved the interactive nature of the session.”**

**“One of the best NAWO sessions I’ve attended. Appreciate the genuine insights provided by the speakers – very helpful.”**

**“Fabulous session. Warm and engaging all round.”**

**“Thank you I enjoyed this webinar. It has reminded me to take time to reflect on my career past and future. I also appreciate the additional resources provided.”**

**“Speakers were positive and engaging. Loved the session. Well planned and rehearsed, all lead into each other nicely. Great topic, good conversation.”**

**“Thank you for putting these on. I am job hunting and being able to watch these and participate is really helping keep my self-confidence up.”**

**“Very warm approachable non-judgemental glow about both of them – it felt like a safe space to share and ask questions.”**

# Our members learn invaluable skills and knowledge in our programs...

NAWO offered a suite of three exceptional Professional Development Programs during 2020/21: Dare to Lead, Inclusion Influencers and Adaptive Leadership.

Each program was delivered as a series of interactive webinars to a small cohort of participants who benefitted from the key learnings being presented as well as the opportunity to build their network of operational peers.

# Inclusion Influencers



Facilitated by Dr Karen Morley, this program is for NAWO members wanting to step up the rate of progress, stop backlash, and create inclusive workplaces where everyone thrives.

## PROGRAM FEEDBACK

*“An excellent program – one that I will consider for other up and coming leaders in our organisation to do.”*

*“Great course – really well structured and easy to digest content in the online modules and solid group discussions and engagement in the webinars.”*





# Dare to Lead™



Facilitated by Rebecca Hopkins, Dare to Lead goes deeper than generic leadership programs. It is backed by 20 years of empirical research, including a seven-year study on leadership by Dr Brené Brown. It is integrated to ensure a lasting positive and measurable impact.

*“What a life changing course! Thank you NAWO.”*

*“Beck did an amazing job in bringing the group together and creating a safe space where everyone's voices were heard. The content and videos were interesting and relevant. The breakout room discussions worked well too. Beck is a confident facilitator who is knowledgeable and passionate about the content.”*

*“Fabulous course with so much tangible content that I'll continue to use across my leadership journey. Loved that it was spread across 8 weeks, allowing tools to be tried and tested between sessions. The passion of Rebecca (our facilitator) was infectious.”*

*“I am literally a changed person through the application of the learnings from this course. The pace was great, the examples helped to really pinpoint what I needed to focus on, and spreading the course over eight weeks allowed time to think, review, absorb and integrate the information fully. Fabulous!”*

# Adaptive Leadership



A combination of webinar presentations and managed digital learning facilitated by Andrea Clarke, this is a program designed to nurture foundation leadership skills for the future – transformative, adaptable and engaging in a complex and demanding environment.


*“I have never seen an online course that would engage group collaboration that well! It was great to constantly reflect on the learnings and have a chance to read comments/ideas others have (social/peer to peer learning is a very important concept in learning and it was great to leverage). Well done.”*

*“I really loved this course. I feel validated, inspired, motivated and positive about my future, knowing that I DO have the adaptability to make my dreams a reality.”*

*“Thank you for the opportunity to take part in this course and reinvigorate my thinking and understanding of my skills, strength and highlight weaknesses and opportunities to further develop.”*

*“Thank you, I really enjoyed doing this course and felt that the cohort was very interactive. It was excellent to share a space with so many creative and diverse individuals.”*

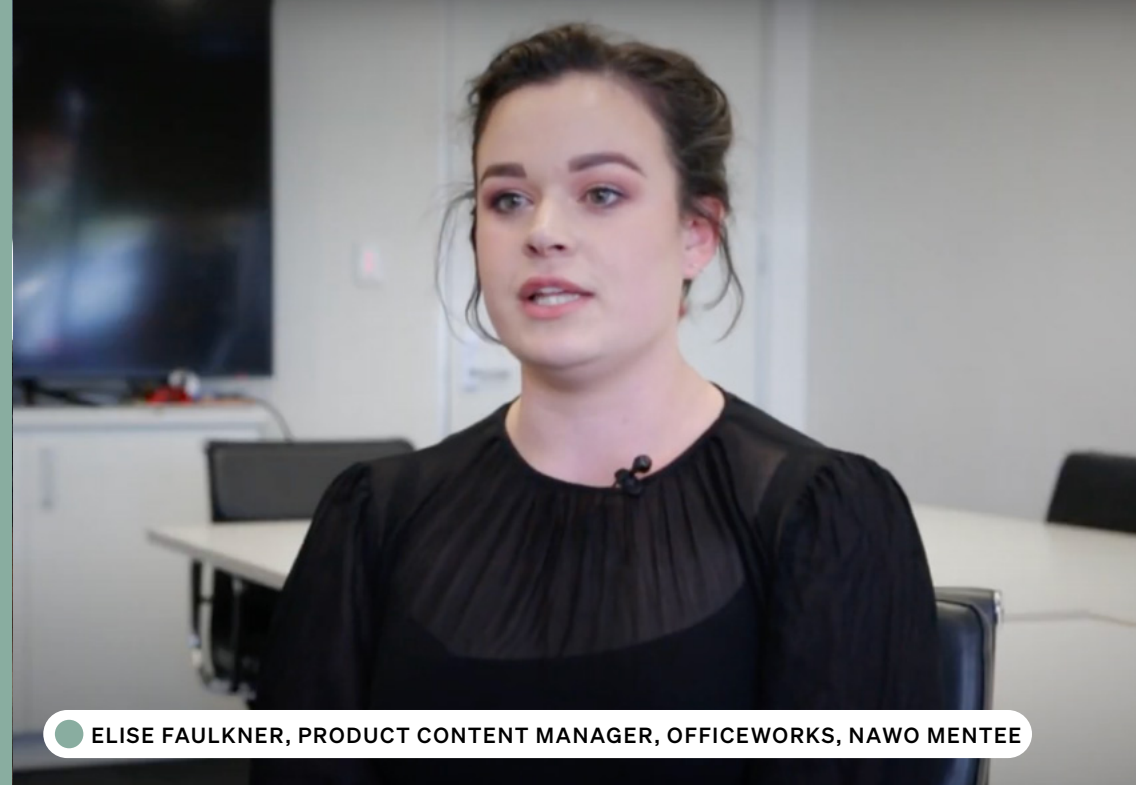
# NAWO Mentoring Program 2021



NAWO's transformative mentoring programs offer members access to experienced leaders from across multiple industries and member companies.

Senior volunteer mentors commit to supporting mentees to achieve their objectives, overcome challenges and maximise their capability to further their career in operations.

There are two unique development and leadership growth opportunities for mentees – Mentoring Circles and 1:1 Mentoring.



ELISE FAULKNER, PRODUCT CONTENT MANAGER, OFFICEWORKS, NAWO MENTEE



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



# Mentoring Circles



Mentoring Circles are operationally focussed. Circle members are matched according to interest, ambition and passion for leading within operations. Mentors for Circles are senior leaders from the NAWO network with demonstrated operations experience. For this financial year there were 14 NAWO Mentoring Circles.

# 1:1 Mentoring



NAWO 1:1 Mentoring is available to anyone, regardless of experience or seniority. Mentors for 1:1 partnerships are matched to mentees on the basis of best meeting the mentee's specific objectives. For this financial year NAWO facilitated 53 1:1 Mentoring partnerships.

**“Being a part of the NAWO Mentoring Program this year has given me the opportunity to work on my confidence and offered me the ability to be able to network with other people who I may never have had access to otherwise. I have been matched with a great mentor and am really looking forward to completing the program and transferring my new found knowledge and skills into my work.”**

● RACHEL HAYDEN-BROOKS, SUPPLY CHAIN DEMAND PLANNER, COLES, NAWO MENTEE



## MENTORING

Whilst Mentoring Circles are specifically for mentees who identify as female, NAWO also facilitates 1:1 Mentoring across all gender identities for mentees who are looking to achieve specific objectives related to diversity and inclusion outcomes.

The Mentoring program includes structured and targeted development sessions, based on NAWO's Key Learning Priorities, so mentees can take shared knowledge and insights directly back to the workplace for immediate impact.





## MENTOR FEEDBACK

*“Serving as a mentor with NAWO this year has proven to be a rewarding experience. I remember how essential my own mentors were for me early in my career and it is great to be able to inspire, guide, and give back. It is also important that as a mentor, you are not required to have all the answers, you are a resource. My mentees and I have a structure to our sessions where we all share experiences, aspirations and the relevant pre-read materials, then we summarise our take-home learnings from each session. In the process, I have also learnt a great deal from my mentees.”*

— ROYA KHALIL, DIRECTOR R&D, INCITEC PIVOT LIMITED, NAWO MENTOR

*“I have mentored two women this year through the 1:1 virtual format and it has worked well. It has been rewarding and insightful for both of us on each occasion. Virtual formats effectively bridge the great distances across Australia and keep us feeling connected. It also allows for more flexibility when planning times to meet.”*

*“Terrific program, I’m very proud to be a part of it. It has been good for me to have a couple of years to find the NAWO groove, get cosy with learning principles and deliver a better program.”*

## MENTEE FEEDBACK

*“The NAWO mentoring program has given me insights that I would have never received from my employer. Having a mentor who was removed from my own work environment, yet loaded with knowledge and experience helped me gain the skills and confidence to go back to the business with alternative solutions. I am very grateful to Fletcher Building and NAWO for the opportunity and would highly recommend this to anyone who has not had the chance to engage in a mentoring relationship.”*

— HOPE MAIDMENT, BUSINESS PARTNER - PEOPLE & PERFORMANCE, LAMINEX AUSTRALIA, NAWO MENTEE

*“My mentor was excellent at identifying my potential growth areas and nudging me in the right direction to instigate self learning.”*

*“She gave me a lot confidence. I would raise problems and possible solutions. She refined my ideas with very positive feed-back and was very good at communicating the steps and solutions to get where I wanted to be.”*

*“It was an excellent program for me. I was changing jobs after being made redundant and my mentor provided reference and support that I was on my own track rebuilding my career. I now work quite remotely from a capital city so the online learning seminars were excellent for me to tap back into a professional circle.”*

**“I am positive about a future of diversity and inclusion in workplaces - and I think our ability to continue to share our stories, opportunities and lessons will support organisations to continue to grow on the journey. There are not many cross industry organisations that focus on the front line and developing leaders in diversity and inclusion and I think NAWO does this so well.”**

● ANDREA SUTTON, BOARD DIRECTOR, NON-EXECUTIVE DIRECTOR, NAWO BOARD MEMBER

## ENDORSED PROVIDERS

NAWO is proud to endorse relevant subject matter experts who also support gender balance in operations. In agreement with these providers, NAWO offers members discounts and specifically tailored programs. We recommend the following providers if you are seeking specialist support for your diversity and inclusion strategy, and exceptional development opportunities for your talent.



ACHIEVING SYNERGY



ANNELI BLUNDELL



CONOR O'MALLEY



CULTURISE



DARE TO LEAD™



DR KAREN MORLEY



FUTURE FIT CO



GRACE PAPERS



HART2HEART CONSULTING



MIM BARTLETT CONSULTING



SIMON STIBBS



TALKFORCE



TRACEY SOFRA



WENDY HANRAHAN



## PARTNERS

NAWO is fortunate to have the support of some great industry associations, collaborating on events, industry research and insights. Our partners share our commitment to gender diversity, bringing our members engagement opportunities, value and expertise relevant to their industries.



Australian Gender  
Equality Council  
*working for balance*

**AUSTRALIAN GENDER  
EQUALITY COUNCIL**



australasian supply chain institute

**ASCI**



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**PATH4GRADUATES**



Endorsed Employers for Women

**WORK 180**

Our volunteer guest speakers share their insights and experience at NAWO events, inspiring and supporting women in operations to take ownership of their career. In lieu of speaker gifts, we donate to the following causes that actively support women in various ways.



DROUGHT ANGELS



FITTED FOR WORK



SHOOTING STARS



SUITED TO SUCCESS



TALENT BEYOND BOUNDARIES

**“The national rollout was a great achievement, to have evolved from a ladies’ lunch to a national association supported by volunteers is no small feat. The enthusiasm by everyone involved (volunteers, speakers, attendees, members, ambassadors, the board etc etc) has always inspired me.”**

● CAROLYN SCHROTEN, HEAD OF PROCUREMENT, SPC, FORMER NAWO BOARD MEMBER



# Honorary Members

Ambassadors have always been an integral part of NAWO's success. Functioning as senior experienced allies, they help keep NAWO in the public eye, provide advice on NAWO's direction and volunteer as mentors within NAWO member organisations.

Early in 2021, we energised the role of Honorary Membership by combining it with our Ambassador roles to create one cohesive support network under the 'Honorary Member' banner. NAWO Honorary Members are people who have contributed significantly to NAWO in a volunteer capacity and who continue to be ambassadors for change in line with our NAWO vision.

**PHILLIP AUSTIN**

*President, CHEP Asia Pacific, Brambles*

**ANNETTE CAREY**

*Chief Executive Officer, Armaguard*

**STEPHANIE CHRISTOPHER**

*CEO, The Executive Connection*

**ANNA DARTNELL**

*General Manager, Bulk - Iron Ore and Central, Aurizon*

**KATHRYN FAGG AO**

*Chair, Boral Ltd; Deputy Chair, CSIRO*

*Non-Executive Director, NAB*

**JAMES FAZZINO**

*Non-Executive Director, Rabobank; TASSAL Group; APA Group*

**CATHERINE FITZSIMONS**

*Director & Head of Operations, Ward Air*

**NEIL FLEMING**

*On Career Break*

**TIM HART**

*Chair, National Stock Exchange of Australia; Isignthis Ltd*

**KATHY HIRSCHFELD AM**

*Chair, Powerlink; Director, Central Petroleum Ltd; Qld Urban Utilities; Tellus Holdings; Exec Mentor*

**KATHY KARABATSAS**

*Chief Financial Officer, David Jones*

**LISA KEOGH**

*Director, Human Resources ANZ - Kraft Foods, Mondelez International*

**MAY LEE**

*General Manager Quality, Fonterra*

**LIS MANNES**

*Executive General Manager, CHEP Australia, Brambles*

**ROS MCCARTHY**

*On Career Break*

**REBECCA MCGRATH FAICD**

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**REBECCA ROBERTS**

*GM People, Australian Steel Products, BlueScope*

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**TIM WALL**

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# Mentors

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THANK YOU

# Thanks to our employees and contractors who have contributed to NAWO over the 10 years

Fiona Wilkes

Con Tatlis

Ira Holbrook

Theresa Saldasha

Simone Robertson

Elizabeth Lindner

Allison Dodd

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# Thanks to our previous State Committee leads

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**NATIONAL ASSOCIATION  
OF WOMEN IN OPERATIONS**

**ANNUAL REPORT  
2020-2021**

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