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OF WOMEN IN OPERATIONS (NAWO)

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 @WOMENINOPERATIONS

 @NAWO_AU

 NAWO PODCASTS

 NAWO - NATIONAL ASSOCIATION
OF WOMEN IN OPERATIONS

 NAWO - NATIONAL ASSOCIATION
OF WOMEN IN OPERATIONS





ABOUT US

NAWO is a community of like minded leaders, individuals and organisations advocating for gender balance, and we are inclusive of all identities and diversities.

OUR VISION

Our vision is 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, (40% women, 40% men and 20% of any gender); 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.

We support all women in achieving their career goals: providing meaningful connections, inspiring role models and offering development opportunities to activate their full potential.

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

We acknowledge all Aboriginal and Torres Strait Islander peoples as the First Nations people of Australia and the Traditional Custodians of the lands where we live, learn, work and connect.

OUR BOARD MEMBERS



SOPHIE RAY
National Board Chair
Non Executive Director



KERRY PRONK
Board Secretary
COO



SIMON BROMELL
Group General Manager –
Beverage, Orora Limited
(Until May 2022)



MELISSA DONALD
People & Culture Executive



TANIA MONTESIN
Senior Management
Consultant, dss+



ANDREA SUTTON
Non Executive Director



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



MATTHEW BRIERLEY
Senior Consultant, dss+



LORETTA CROKER
General Manager, Australia
and New Zealand Commercial
Operations, CSL Behring
(Australia)
(Until July 2022)



ADRIAN FAHEY
Chief Executive Officer,
SAGE Group



KARTINI OEI
Aviation Business
Development Lead – Asia
Pacific, Air BP



WA REGIONAL COMMITTEE EVENT



NSW COMMITTEE CO-CHAIRS

OUR STATE COMMITTEE CHAIRS



JENNY GILLAM
Victoria State Committee Chair
Director, Jenny Gillam
Consulting



KYLIE JONES
NSW State Committee Co-Chair
Network Manufacturing & Senior
Manager – Lidcombe Processing,
Tassal



JESSICA TAYLOR
Queensland State Committee
Co-Chair
State Sales Manager –
Distribution, Bluescope Steel



PENNY RYALL
Business Development Manager
– Distribution, SA/NT,
Bluescope Steel
(Until May 2022)



CHANTELLE THOM
General Manager People
& Culture, Rio Tinto
(Until October 2022)



JOCELYN VOLKNER
Western Australia Regional Sub
Committee Lead
Specialist CSP Studies Communities
& Social Performance, Rio Tinto



ABBY PHILLIPS
NSW State Committee Co-Chair
Director of Continuous
Improvement – International
Markets, Owens and Minor



JOSEPHINE RAHMAN
Queensland State Committee
Co-Chair
Optimisation Coordinator
– CIPA Supply Chain, Bluescope



LESLEY MARCHIORO
South Australia State
Committee Chair
Group Executive, People &
Culture, SAGE Group



RACHEL HADDAD
Regional HR Manager SA/
NT/TAS, Bunnings
(Until May 22)



HANNAH THETFORD
Western Australia State
Committee Co-Chair
Senior Advisor, Technology
Integration, Rio Tinto



BOARD MEETING AT NEWS LTD

NAWO Corporate Members

AS OF JUNE 30, 2022

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.



“I was blown away by the candid and personal stories shared and inspiring lessons learned.”

● NAWO EVENT ATTENDEE, 2022

“Being part of NAWO, I find it very valuable and it’s helping me grow as a leader and a person.”

● NAWO EVENT ATTENDEE, 2022

“Brilliant event! I have another few pages of notes which I will re-read and create an action plan.”

● NAWO EVENT ATTENDEE, 2022



Chair Report

2022 has been a year of reflection and consolidation for the Board of NAWO. As is the case for many small not for profits, the services and programs NAWO offers are run by a very small team of dedicated employees and volunteers. Pleasingly, as conversations about gender equality have gathered pace in the Australian community this year, demand for NAWO's services and participation in its programs has increased rapidly. The team and Board of NAWO have spent much time thinking strategically about how we can best use our resources to meet that demand, place NAWO at the forefront of community discussion and influencing change; and ensure NAWO remains sustainable into the future.

In late 2021, the Board and CEO spent a day in a facilitated strategy session to build a strategic plan for the next three years. Our focus was on NAWO's values and mission, and what we needed to put in place from a governance, financial and strategic perspective as building blocks to allow the NAWO team to continue the work they do to best support our members and grow NAWO's offerings. We also spent significant time considering how we might hear regularly from our members and volunteers and what it was that they were telling us they wanted NAWO to do for them. The result of this session was the NAWO "Go Big" strategy, which sets out a clear strategic direction, underpinned by prioritised operational plans, through to 2024.

Concurrently with its strategic planning, the Board also did significant work with the CEO and a risk specialist to refine and better document NAWO's risk framework. The result of this is a streamlined and clear set of risk policies, which will be reviewed by the Board regularly and will form the basis of all Board decision making.

As a result of the work on strategy and risk, the Board and CEO came to the conclusion that the current structure of an Incorporated Association was no longer fit for purpose for NAWO's current operations and would not support the strategic direction in which NAWO is moving. Accordingly, the Board sought external advice about options for other corporate structures and decided that moving to a Company Limited by Guarantee was the best option. Following this decision, the Board and CEO have worked with their legal advisors to draft a new Constitution for NAWO, which will be presented to Members for approval at the 2022 AGM. If the Constitution is agreed, the new structure will come into force in 2023, heralding the start of an exciting new chapter for NAWO.

Operationally, the Board has been delighted to see the ongoing takeup of NAWO's

programs, and the increasing number of participants, particularly in the Mentoring program and at NAWO online forums. The Board is particularly proud of NAWO's design and adoption of its first Reconciliation Action Plan, and the work being done by NAWO's Intersectionality Advisory Committee. We thank all our volunteer members who have contributed their time and expertise to these important initiatives.

During the year, we farewelled Board members Simon Bromell and Loretta Croker, both of whom had been Board members for a number of years. I am extremely grateful for their contribution to NAWO and look forward to continuing to have their involvement and input as part of the wider NAWO family. Tania Montesin, who had been our Board Secretary, also handed over her duties to Kerry Pronk. Tania continues as a Board member, and I thank her for her hard work in keeping the Board running during her time as Board secretary; and Kerry for taking up her new role with such enthusiasm and drive.

NAWO would not be what it is without its hugely dedicated team of volunteers and champions. The Board is grateful to everyone in the NAWO family who has volunteered on State Committees, organised events, shared their stories in member forums both online and in person, or worked tirelessly to promote NAWO in their workplaces. We are also grateful to all those who have given their professional time to facilitate sessions for the Board and members. The change that NAWO is trying to build in gender equality is very much a collective effort and it would not happen without the contributions of so many people.

Finally, on behalf of the Board, I'd like to extend an enormous thank you to our indefatigable CEO, Louise Weine, and the NAWO team. Overcoming continuing COVID and personal challenges this year, the team have lived and breathed the NAWO vision and values every day and have gone above and beyond to take advantage of the momentum NAWO is experiencing. The Board thanks them for their dedication, passion and hard work.



Sophie Ray
NATIONAL BOARD CHAIR
NON EXECUTIVE DIRECTOR

CEO Report

Throughout the 2021/2022 financial year, NAWO has continued to focus on delivering to our three-part mission to best support our members in driving towards better gender balance in operations at every level.

IN SUPPORTING ALL WOMEN IN ACHIEVING THEIR CAREER GOALS, we have provided members with opportunities to connect with allies, role models, mentors and sponsors with an objective to keep women in career in operations and inspire them to grow in their careers either upwardly or more broadly.

Our dedicated and super passionate State Committees have worked hard to build meaningful connections online, with fun events like ‘the art of mixology and meaningful connection’ and have brought our in-person events back to life in their respective geographies, connecting via coffee mornings, linked in photo shoots, walks in nature, and excitingly - back on site with operational site tours.

Our Committees also delivered content rich events, highlights were the WA teams’ interactive event ‘Recognising and responding to sexual harassment’, the QLD event ‘Building brave and courageous leaders’ and the online event ‘Your time matters – managing productivity in 2022’. It was super exciting to have WA form their Regional Sub-Committee and their events have been well received in Newman, Port Hedland, and South Hedland.

NAWO’s fortnightly Check In & Chats are proving to be very popular and we are excited to be speaking with so many amazing operations women in our ‘What a job!’ Check Ins.

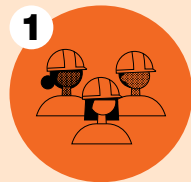
Members were also provided the opportunity to attend Communicate with Impact with Andrea Clarke and ‘The Art of Negotiating and Influencing’ with Julie Holman. These programs are consistently rated very highly in participant feedback.

A program born in 2012, the NAWO Mentoring Program, has reached new heights this year with a cohort of 149 Mentees matched with 81 volunteer Mentors across multiple industries and businesses. This program results in the formation of professional relationships that continue to hold meaning and deliver outcomes for women’s careers beyond the length of the program, and we get immeasurable pleasure from hearing the positive feedback from Mentees and Mentors alike. All these offerings are central to the work we do to strengthen the pipeline of female talent into P&L responsible roles in operations.

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

ALL NAWO'S PROGRAMS AND EVENT CONTENT ARE CURATED TO ALIGN WITH NAWO'S FIVE KEY LEARNING PRIORITIES (ABOVE)

CEO Report

IN SUPPORTING PEOPLE TO LEAD INCLUSIVELY we delivered two programs specifically focussed on inclusive leadership capability. Inclusion Influencers with Dr Karen Morley, and Dare to Lead© With Rebecca Hopkins. NAWO also secured funding from the Office for Women in Victoria and the commitment from seven member companies to participate in our NAWO Inclusion Habits Pilot, in partnership with Emberin Australia. We are so grateful to our participating member companies Programmed, Linfox, Orora, Don KRC, DSS+, Opal, and Sydney Water and look forward to incorporating their feedback from the pilot into the tailored operations version of the program. This will be launched and available to our broader member community in 2023.

IN CONNECTING BUSINESSES TO SOLUTIONS THROUGH MEMBERSHIP we facilitated 10 Knowledge Share Forums, facilitating sharing and dialogue on topics like supporting male allies, effectively partnering with recruiters on gender balance, generating I&D engagement at all levels, succession planning that works for women and enabling flex for 24/7 shift workers.

We hosted an Executive Forum on the learnings and recommendations from the Respect@Work report, and our National Webinar event showcased learnings from leaders within our member companies on topics such as championing and dealing with change, supply chain and the pandemic, living our values, managing a career with motherhood, putting family first without putting your career last, innovation & sustainability, establishing trust, courageous and adaptive leadership and leveraging diversity for high performance outcomes.

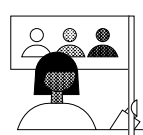
We also engaged expert speakers to help us grapple with some of the ‘tougher’ topics that we need to get comfortably uncomfortable with. Intersectionality, benevolent sexism, menopause, reframing fatherhood and positive masculinity.

Intersectionality has been central to our thinking, with our Intersectionality Advisory Committee having input into our activity schedule for the year and advising on language and positioning to ensure ALL people identifying as women feel welcome and supported by NAWO. Having taken small steps to be more active allies for Aboriginal and Torres Strait Islander women in operations through our Acknowledgment of Country training, charitable support for Shining Stars and the commencement of a partnership with IWIMRA – we have now positioned ourselves to take bigger strides forward through the development and submission of NAWO’s Reflect Reconciliation Action Plan. With approval imminent we are very excited about the opportunities this plan presents for us as we look to walk alongside our First Nations sisters. We still have much to do in better understanding, recognising and highlighting the challenges faced by ALL women in their diversity.

Nine Levers for Gender Balance

Layer 1 – Leadership, Communication Frameworks & Action

1



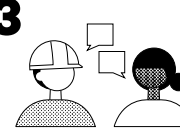
Unwavering leadership commitment to inclusion & diversity

2



Engaging & supporting leaders as role models

3



Clearly articulating the benefits of diverse teams at all levels

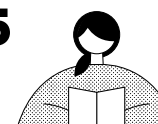
Layer 2 – Principles, Policy, Practice & Process

4



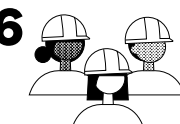
Fostering a values based, inclusive & respectful culture every day

5



Getting the basics right, policy, goals reporting & accountability

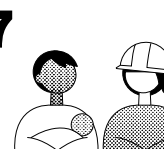
6



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

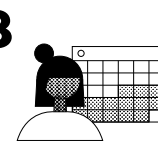
Layer 3 – Supporting Successful Work/Life Integration

7



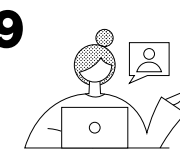
Enabling parents to 'share the care'

8



Effectively managing transitions to & from extended leave

9



Actively identifying & supporting flexible work options

OUR INDUSTRY SOLUTIONS OFFERING IS CURATED TO ALIGN WITH THE NAWO NINE LEVERS FOR GENDER BALANCE (ABOVE)

CEO Report

In addition to delivering within our three mission critical areas of focus, the NAWO Executive team has also been working on significant projects in the background to ensure NAWO’s effectiveness, impact, and enhanced member experience. This investment is being made to ensure that we can best support our growing membership into the future. Our new member portal, which we plan to launch in the first half of 2023, will enable members to better access NAWO’s resources, programs and events and more actively manage and engage in their NAWO membership. Corporate and individual members will have more opportunity to profile themselves, their journey with gender balance and the opportunities available in their operations.

We are investing in our approach to outcome measurement and impact assessment. Within this Annual Report we are delivering our first outcomes report, an entrée into the development of a more robust outcomes framework, and theory of change analysis that will enable NAWO to better articulate the outcomes and impact of our membership offering. We already know, through our event and program feedback, our volunteer community feedback and corporate member feedback, that NAWO makes an extraordinary difference. This piece of work will enable more robust data collection, analysis and a reporting framework that will articulate the impact we are having with our membership in progress toward gender balance at every level.

I wish to thank all of our volunteers, particularly our dedicated State Committee Chairs, our NAWO Board, particularly the appointed officers Sophie Ray, Kerry Pronk and Marcus Hooke, our inspiring IAC members, our brilliant volunteer Mentors (many of whom have volunteered for multiple years) and our exceptionally hard working and responsive Executive team for delivering to yet another ambitious plan this financial year.

Achieving our vision requires all of us to be actively engaged in this incredible, multi-industry network to challenge the status quo and, at times be more comfortable with being uncomfortable. To all our members I say thank you for your continued prioritisation of diversity and inclusion, the active engagement you have with NAWO and the action you are taking to better gender balance in your organisations every single day. Together we are NAWO!

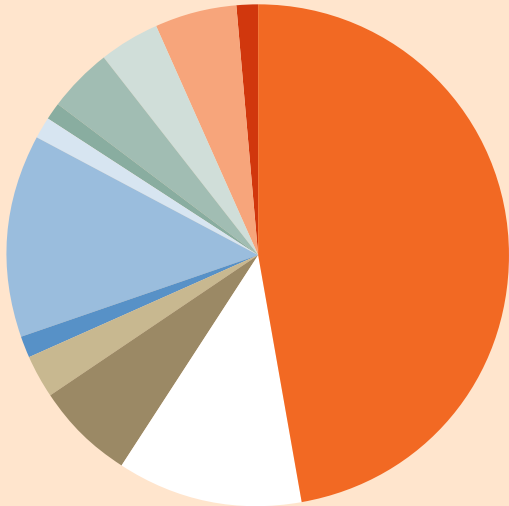


Inclusively yours!
Louise Weine
NAWO CHIEF EXECUTIVE OFFICER



NAWO CORPORATE MEMBER SECTORS AS OF JUNE 2022

- Manufacturing (36, 47.37%)
- Mining (9, 11.84%)
- Other (5, 6.58%)
- Professional, Scientific & Technical Services (2, 2.63%)
- Retail Trade (1, 1.32%)
- Transport, Postal & Warehousing (10, 13.16%)
- Wholesale Trade (1, 1.32%)
- Administrative & Support Services (1, 1.32%)
- Agriculture, Forestry & Fishing (3, 3.95%)
- Construction (3, 3.95%)
- Electricity, Gas, Water & Waste Services (4, 5.27%)
- Information, Media and Telecommunications (1, 1.32%)



The diversity of the NAWO membership, drawn from multiple industries, is our unique point of difference and our strength. The challenges faced in operations across these industries and between individual businesses are very similar, and the more we can work together to solve for them the closer we will drive to 40:40:20 at every level.

By 2025 we would like to see at least 150 businesses be members of the NAWO Network.

MENTORING FEEDBACK

“After completing the program, I can honestly say I have learned a lot about myself, how I want to be and how to self-check on how I am doing. The Mentoring Program at NAWO was a great gift to me.”

● NAWO MENTEE, 2022

“It is very fulfilling and energising for me to see people, and especially women, grow in technical and operational roles. Seeing your mentees succeed, no matter how small the step, is very rewarding for me.”

● NAWO MENTOR, 2022

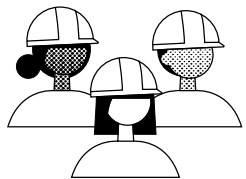


● THE WOMEN IN INDUSTRY AWARDS



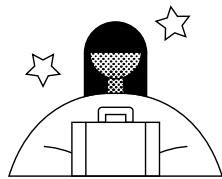
● VICTORIA COMMITTEE NETWORKING EVENT

Our Year in Numbers 2022



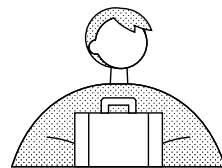
72

CORPORATE MEMBERS
(AS OF 30 JUNE 2022)



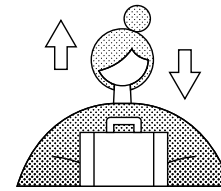
35

PREMIUM CORPORATE MEMBERS



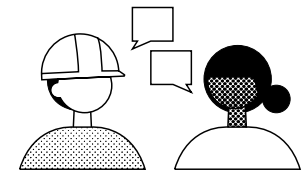
33

CORPORATE MEMBERS



4

FLEX MEMBERS



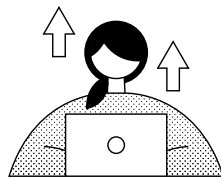
16,641

EMPLOYEES REACHED



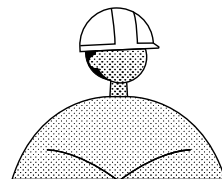
8

**PROFESSIONAL DEVELOPMENT
PROGRAMS**



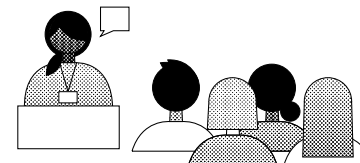
134

PROGRAM PARTICIPANTS



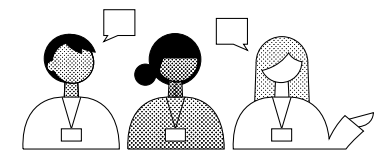
126

**INDIVIDUAL ANNUAL
MEMBERS**



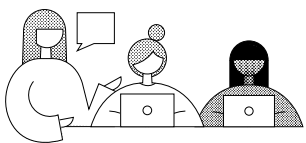
78

TOTAL NUMBER OF EVENTS



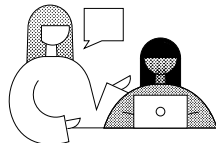
6,033

EVENT REGISTRATIONS



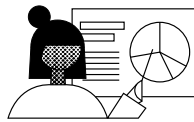
22

MENTORING CIRCLES



62

1:1 MENTORING PARTNERSHIPS



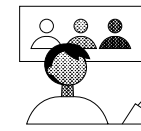
81

MENTORS



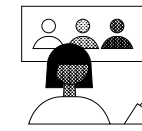
149

MENTEES



91%

of event attendees giving
feedback agreed their
participation in NAWO
events resulted in them
taking action back at work.



95%

of program participants
giving feedback agreed
their participation in NAWO
programs resulted in them
taking action back at work.



100%

of Mentoring Program
'Mentees' giving
feedback are applying
their learnings from the
program back at work.

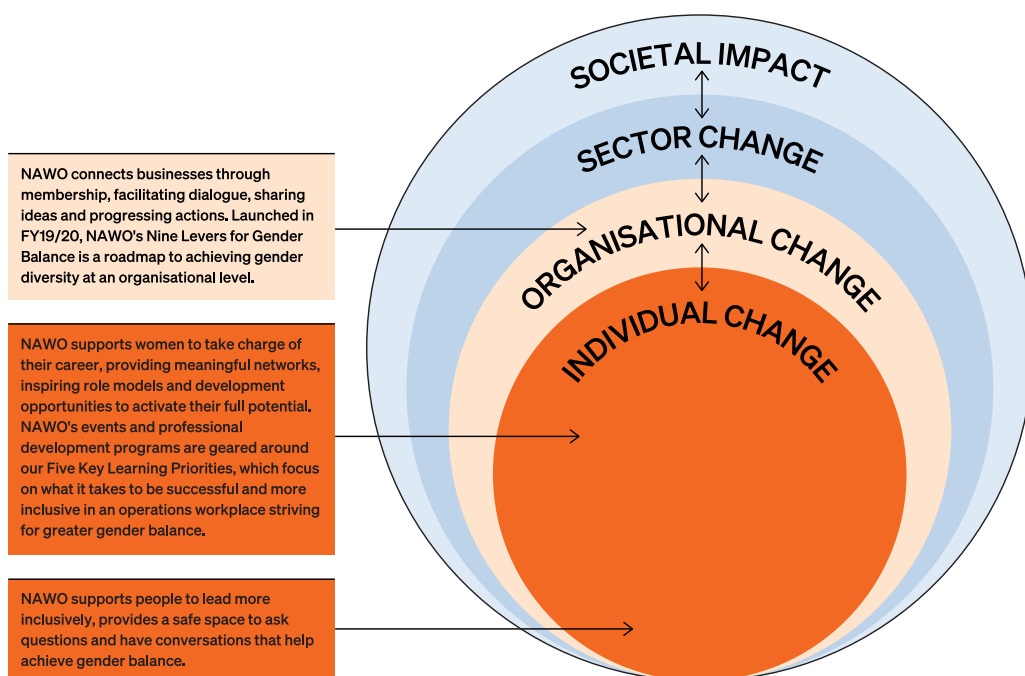


‘Kiiraka’ by Narelle Osborne. Narelle, a NAWO RAP Committee Member, created this piece to recognise and celebrate our Reconciliation Action Plan. ‘Kiiraka’ means country in Narelle’s Aboriginal language, Barkindji.

A SNAPSHOT OF OUR SOCIAL MEDIA ACTIVITY DURING 2021 AND 2022



Welcome to our first Outcomes Report; a starting point for NAWO to track our progress towards our Vision of gender diversity valued and balanced at every level in operations and target of 40:40:20 within traditionally male-dominated sectors (minimum of 40% female representation at every level, 40% men and 20% of any gender).



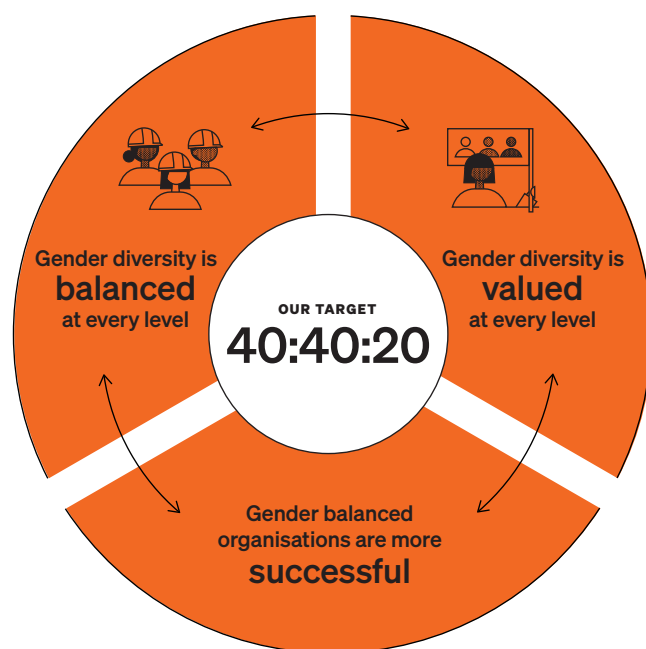
NAWO SUPPORTING WOMEN + SUPPORTING ORGANISATIONS TO CREATE CHANGE

Big changes, like our Vision, result from many smaller changes (outcomes) working together at an *organisational* and *individual* level.

NAWO's membership network¹ of 72 corporate members, 16,641 corporate employee members and 126 individual members have a crucial role in achieving greater diversity and inclusion not only in their workplaces and industries but in catalysing progress towards gender balance across the Australian workforce.

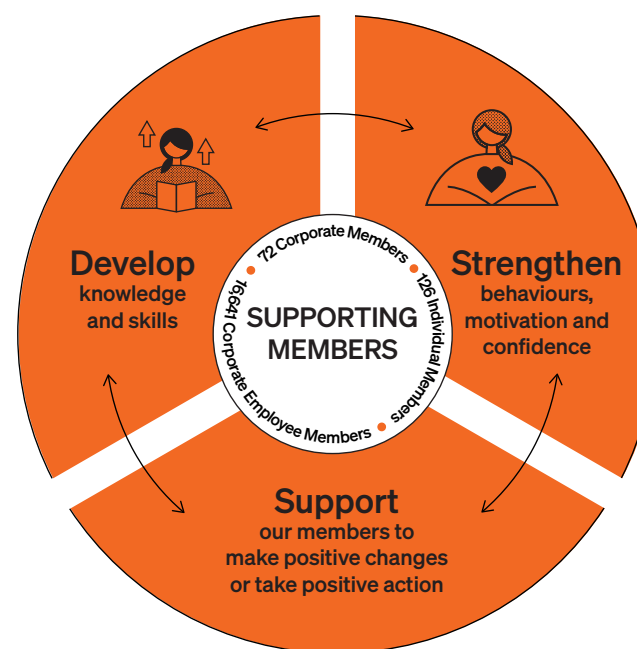
PART ONE

Part One of our Outcomes Report is focused on understanding how our corporate members are tracking against three outcomes that are critical to achieving our vision. This section also explores how NAWO, through its programs and events, is contributing to the great work being done by our member organisations.



PART TWO

Part Two of our Outcomes Report focuses on the experience of our individual members and the role that NAWO is playing in supporting them to be more successful, more inclusive, and contribute to gender balance in their workplace.



AN IMPORTANT NOTE ON THE DATA

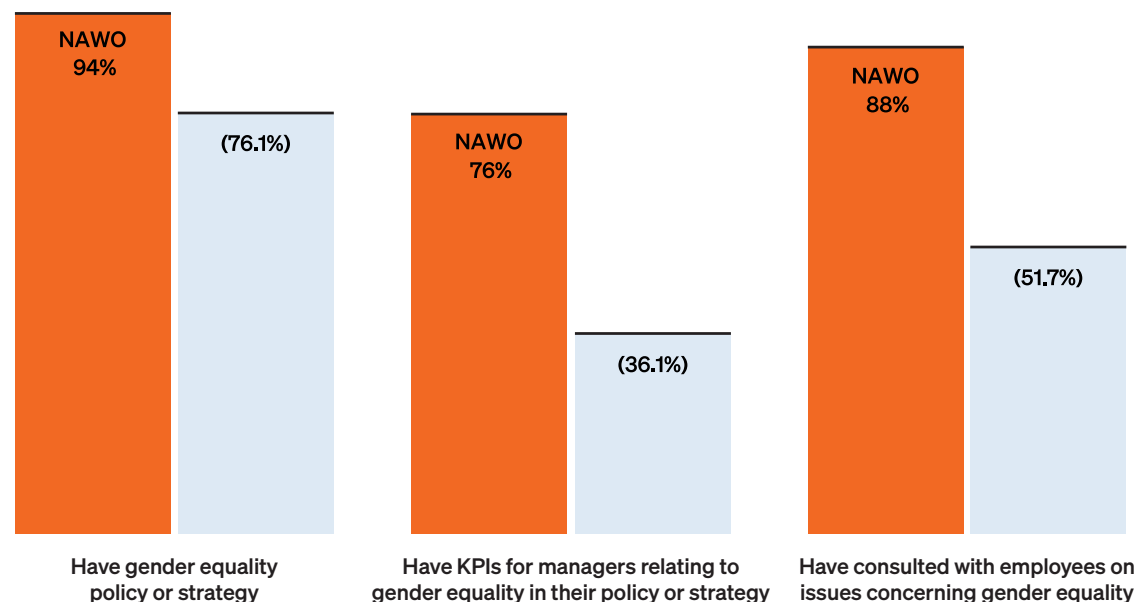
Much of the publicly accessible data used in Part One comes from the Workplace Gender Equality Agency (WGEA)². Data for NAWO corporate members is based on the fifty member organisations who reported to WGEA during the FY20/21 reporting period. Comparison data for all reporting organisations and all reporting organisations by industry division is based on public data available for the 4,474 organisations participating in the mandatory WGEA reporting program during the same reporting period. This comparison data, shown in brackets, serves as a valuable point of reference and benchmark for the period under review. In future reports, we intend to track trends relating to our desired outcomes.

WGEA currently does not include Non-binary (Gender X) people in the data available on their Data Explorer. WGEA defines non-binary as an 'umbrella term for any number of gender identities that sit within, outside or, across or between the spectrum of the male and female binary'. While we recognise the journey that agencies and businesses are on regarding the collection of this data, NAWO will continue to advocate for data sets that better represent Gender X.

Achieving **gender diversity balanced at every level** in operations will be challenging and will need unwavering leadership and commitment to inclusion, and diversity, engaging and supporting leaders as role models and clearly articulating the benefits of diverse teams at all levels.

A formal policy or strategy is foundational to *achieving gender equality in the workplace*. KPIs to improve gender balance and a systematic approach to employee consultation are common practices for high-performing companies.³

Note: percentages in brackets (xx%) throughout this report represent the equivalent data set for all WGEA reporting organisations as a comparison to NAWO corporate members.



Diversity in the workplace (where we are now)

Within NAWO's corporate membership, women represent 38.9% (51%) of employees overall and:

- 27.8% (38.7%) of full-time workers
- 57.9% (74.9%) of part-time workers
- 42.2% (56.6%) of casual workers

Women represent 66.7% (73.2%) of Clerical and Administrative workers but are less well represented in more traditionally male-dominated roles:

- 35.7% (54%) of Professionals
- 15.2% (14.3%) of Machinery Operators and Drivers
- 11.9% (16.2%) of Technicians and Trade workers

While the percentage of women 'Professionals' is significantly higher, this occupational category incorporates women in non-operational roles such as Marketing and HR.⁴

Currently, NAWO's corporate membership is drawn from eleven industry groups. When we look at workforce breakdown by industry, a more nuanced picture of women's representation emerges...

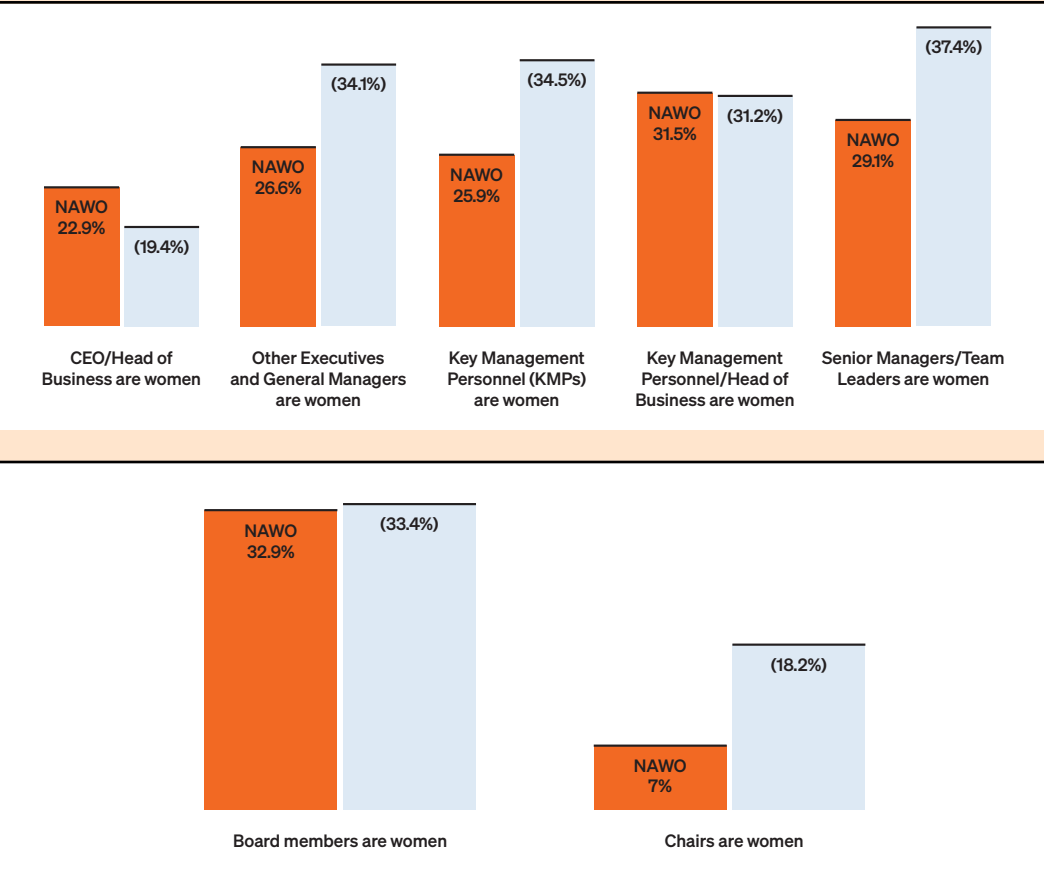
TECHNICIANS & TRADE	NAWO MEMBERS	ALL WGEA REPORTING
Retail Trade	24.5%	18.7%
Mining	12.2%	7.7%
Manufacturing	12.1%	8.9%
Transport, Postal and Warehousing	9.7%	7.4%

MACHINE OPERATORS AND DRIVERS	NAWO MEMBERS	ALL WGEA REPORTING
Electricity, Gas, Water and Waste Services*	66.7%	3.8%
Mining	19.5%	14.2%
Manufacturing	15.2%	14.6%
Transport, Postal and Warehousing	9.8%	8.9%

PROFESSIONAL	NAWO MEMBERS	ALL WGEA REPORTING
Wholesale Trade	51.7%	37.9%
Manufacturing	38.7%	35.1%
Transport, Postal and Warehousing	36.2%	28.8%
Mining	30.3%	28.8%

Women in Leadership Positions (where we are now)

While the percentage of women CEOs/Heads of Business and KMPs/ Heads of Business for NAWO corporate members are slightly higher than for all WGEA reporting organisations, women represent a minority of executive leadership positions and Board roles.



Again, a more nuanced picture emerges when we look at women in leadership positions across NAWO's industry sectors. NAWO corporate members in the following industries have a significantly higher percentage of women CEOs/Heads of Business and KMPs than for all reporting organisations in their respective industry groups...

CEO/HEAD OF BUSINESS	NAWO MEMBERS	ALL WGEA REPORTING
Retail Trade	34.0%	16.9%
Professional, Scientific and Technical Services	33.3%	14.3%
Administrative and Support Services	25.0%	18.4%
Wholesale Trade	25.0%	10.1%
Transport, Postal and Warehousing	23.5%	3.2%
Manufacturing	17.2%	9.1%

KEY MANAGEMENT PERSONNEL	NAWO MEMBERS	ALL WGEA REPORTING
Manufacturing	28.8%	24.8%
Mining	35.3%	19.2%

KEY MANAGEMENT PERSONNEL/HEAD OF BUSINESS	NAWO MEMBERS	ALL WGEA REPORTING
Manufacturing	34.0%	20.1%
Transport, Postal and Warehousing	33.3%	21.7%

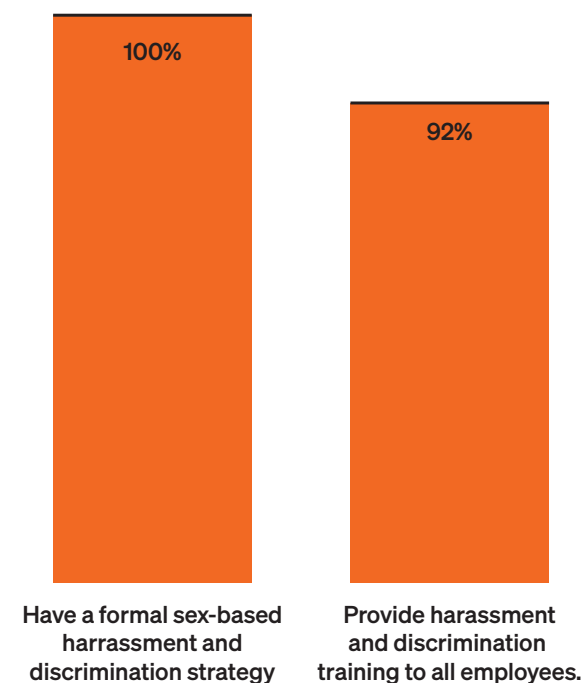
A values-based inclusive, respectful culture supported by an appropriate policy, reporting and accountability framework is critical to ensuring that **gender diversity is valued at every level.**

GETTING THE FOUNDATIONS RIGHT (POLICY AND ACTION)

In 2021 NAWO corporate members are ahead of all WGEA reporting organisations in many areas of policy, strategy and action on equality:

- 92% (67.2%) have a formal policy or strategy on remuneration
- 74% (56.1%) include gender pay equity objectives in their policy or strategy
- 100% (86.3%) have a recruitment gender equality policy or strategy
- 88% (72.2%) have a promotion gender equality policy or strategy
- 96% (69.7%) have a talent identification gender equality policy or strategy
- 98% (83.1%) have a training and development gender equality policy or strategy
- 96% of NAWO corporate members pay Superannuation contributions to primary carers on parental leave

GETTING THE CULTURE RIGHT



Minding the Pay Gap

Conducting an organisation-wide remuneration gap analysis is a key mechanism for identifying areas of pay inequity and supporting the development of action to address any gaps.

92% (51.5%) of NAWO corporate members conducted a remuneration gap analysis in FY20/21, with 76% of these taking action to address identified gaps, including:



78.9% identified causes of the gap

50.0% reviewed decision-making processes

26.3% set targets to reduce any organisation-wide gap

26.3% trained people managers in addressing gender bias, including unconscious bias

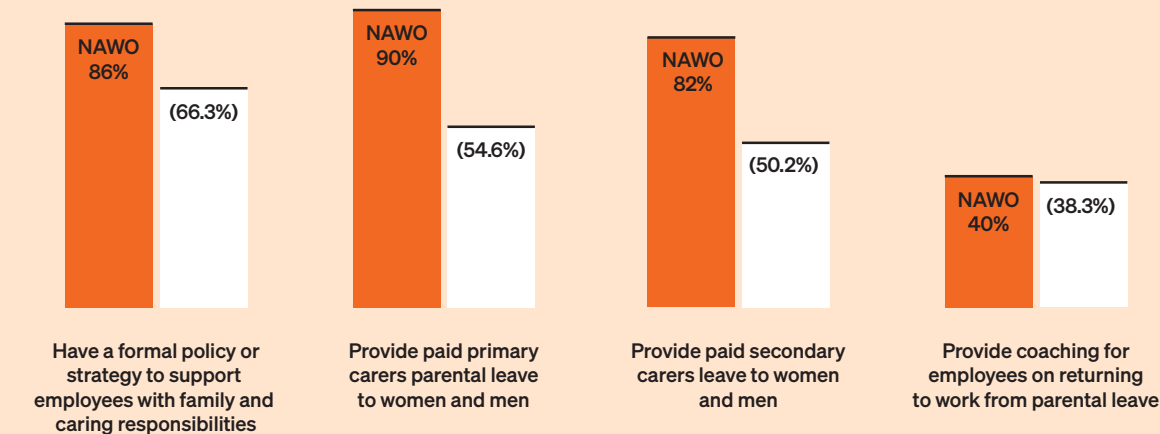
Gender balance in the workforce leads to increased efficiency, productivity and innovation. Employers that support improved work/life integration are better positioned to deal with current trends in rapid technological advancement, increased casualisation, and increased demand for part-time work.

Staff turnover is linked with a loss of specialist knowledge and productivity. Mechanisms that help drive employee retention include workplace flexibility, return to work support and parental and carer's leave provisions.

FLEXIBILITY

Research shows that flexible work strengthens women and men’s workforce participation, employee satisfaction and productivity.⁵

While women are more likely than men to request flexible work arrangements to accommodate unpaid care responsibilities, evidence also supports the link between overall employee well-being and flexibility.⁵



	EMPLOYEES ARE SURVEYED ON WHETHER THEY HAVE SUFFICIENT FLEXIBILITY	TARGETS HAVE BEEN SET FOR ENGAGEMENT IN FLEXIBLE WORK	LEADERS ARE HELD ACCOUNTABLE FOR IMPROVING WORKPLACE FLEXIBILITY
NAWO corporate members	72.0%	6.0%	46.0%
All WGEA reporting	62.2%	12.7%	53.5%

During the reporting period, 2.6% of NAWO corporate members’ employees ceased employment while on parental leave.

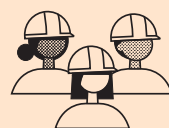
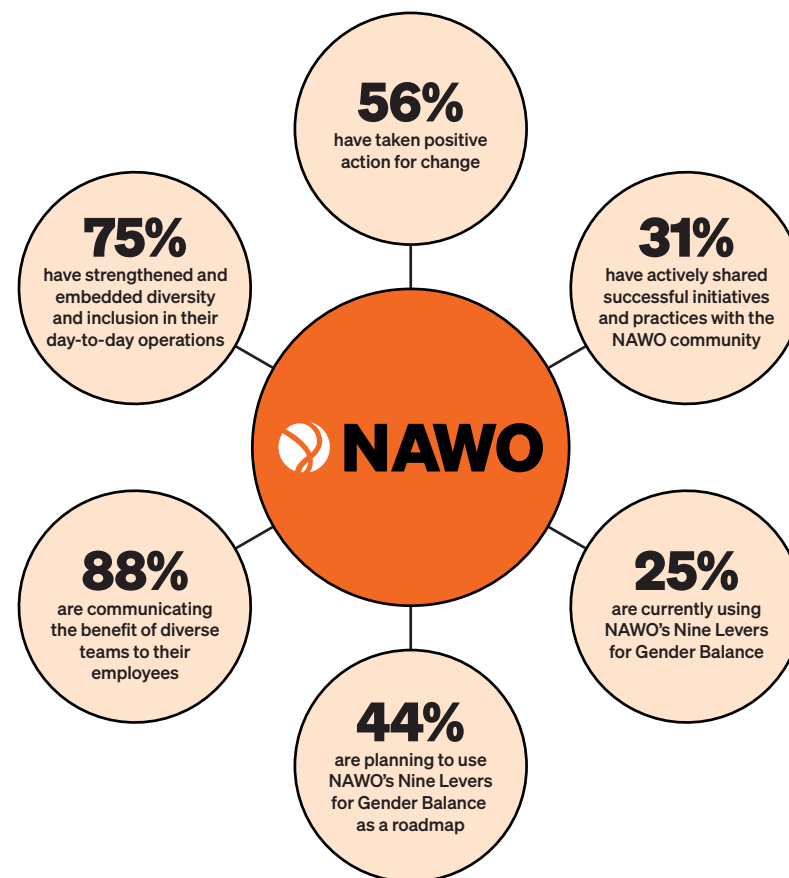
The proportion of women employees who ceased employment during parental leave is more than four times higher than the proportion of men who ceased employment on parental leave.

The proportion of women non-managers who ceased employment during parental leave is almost double the proportion of women managers.

The link between increased productivity, innovation and diversity is well supported by the evidence in Australia and internationally. Improving gender balance in our workforce diversity will also have a profound social, economic and cultural impact.

- KPMG has projected that if the labour force participation gap between men and women was reduced by 50%, Australia's annual GDP would increase by \$60b in 20 years.
- Rapid technology changes, including increased automation, will impact many industries (Business Council Australia, 2017) and create a need for new capabilities and skills. Increasing women's participation in the workforce will help employers meet these challenges.
- International research indicates that more gender-balanced teams foster an environment where innovation can thrive (Gratton, et. al. 2007).
- McKinsey & Company concluded that companies in the top quartile for gender diversity on their executive teams were 21% more likely to experience above-average profitability (McKinsey & Company, 2018).

We invited our corporate members to share how NAWO is supporting them to work towards improved gender balance in their organisations.⁶



81%
embed diversity into
their corporate culture

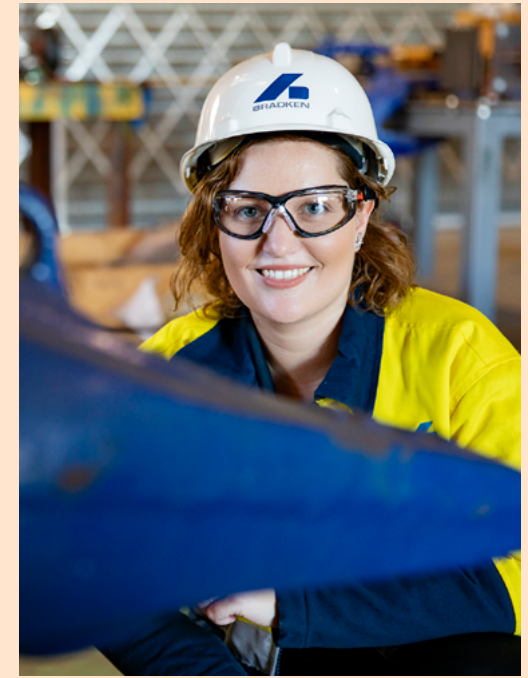


88%
celebrate diversity and
inclusion at all levels

Bradken

LEADERSHIP, COMMITMENT, AND A PLAN

Established in 1922, Bradken has grown from humble origins in Alexandria, Sydney, to become a global leader in the manufacture and supply of wear solutions for mining equipment. A key catalyst for this growth is innovation, with Bradken's employees' playing a vital role in creating new solutions, both products and services, for its customers. But, the company's workforce, reflecting the sector they operate within, is traditionally male-dominated, and Bradken felt this was limiting their capacity for innovation. As Andrew Fisher, Executive General Manager People and Culture, says, *'We have been really focussed on building a highly inclusive culture because we know that highly inclusive and diverse teams make better decisions, they innovate better...there is a significant business benefit in our performance if we can cultivate more inclusive teams'*. Bradken is leveraging NAWO's Nine Levers framework to support its ongoing commitment to improving diversity and gender balance within the organisation. As Andrew says, *'The rigour and methodology of NAWO's Nine Levers for Gender Balance made sense for us'*. According to Andrew, critical first steps have been *'laying the foundations for us to drive the change'* by building education and awareness, ensuring appropriate systems, processes, and policies are in place and identifying the right metrics to track and measure progress. Bradken also knew it was vital *'to ask the women in our business what it's like to work for Bradken (which) allowed the organisation, and certainly, the leadership team, to get traction around how serious we are about this'*, says Sean Winstone, CEO. Ensuring its Executive Leadership Team was aligned and committed from the beginning has been critical. As Andrew says, *'if you have leadership commitment and a plan, you resource it, and you measure and manage, this goes a long way'*.



Bluescope, Western Port

ACCELERATING CHANGE

Ensuring its workforce is representative of the communities in which it operates is a key driver of BlueScope's work to strengthen gender representation. As Laura Towey, National Employee Relations and Experience Manager (formerly People Manager at the Western Port Plant) says, *'If we are going to really live our Purpose and really live through our Values, then our employment opportunities need to actually be reflective'*. While the company had taken action, including through its recruitment approach, improved flexibility, and job design, it was, as Laura says, *'going to take us 26 years to really reflect the communities in which we operate. And can we live with that as an outcome? No, we didn't think that we could'*. To accelerate change, BlueScope sought a three-year exemption under the Equal Opportunity Act enabling the Western Port Plant to prioritise the recruitment of women and advertise specifically for women candidates. Making a compelling case for the exemption with all stakeholders was vital. As Mike Hussey, Western Port Works, Plant Manager, says, *'we told people why we were doing it and why we wanted to do it...we were very open... we encouraged people to be part of the process (and) we communicated that across the whole Plant'*. While winning the exemption has been an important step, Anna DiGeorgio, Organisational Development Manager for Australian Steel Products, says, 'What we do next' is more important. BlueScope is continuing to take a multifaceted approach to gender balance, diversity, and inclusion. A current focus is on accelerating the representation of women in leadership and, as Anna says, *'applying the learnings to other demographics so that we can accelerate change in other areas'*.



Tip Top Bakeries

UNDERSTANDING THE BARRIERS

With 17 manufacturing sites across Australia and New Zealand, Tip Top Bakeries' fresh-baked bread products are a staple in many pantries. As well as acknowledging the business benefits, Tip Top's commitment to improving gender balance reflects the belief that it is the right thing to do. As Tip Top's Managing Director at the beginning of their focus on gender balance said, *'why would you let anything but a person's aspiration and capability be the determinant of how far they went in their career'*. Knowing the makeup of the workforce is vital, as Nicci Harrison, Director of Operations ANZ, says of Tip Top's employees, *'you could see that they were very siloed...collecting data is a vital tool to draw insights, shine a spotlight on issues and get organisational buy-in and understanding as to where the barriers might be'*. For Belinda Curtis, People and Performance Director, their early journey relied on individual leaders sponsoring women. For example, the Director of Operations, Lis Mannes, sponsored Nicci into her role. However, Tip Top felt this wouldn't be enough to achieve the change the company had set its sights on. According to Nicci, *'a breakthrough came when we did a woman's only talent review'*. This catalysed action to address the unconscious biases, mindsets and other factors contributing to the negative experience of some of Tip Top's women employees. Supporting women to explore their career goals, identify opportunities and overcome barriers has been instrumental in driving change. NAWO's professional development programs and events have helped Tip Top engage in conversation about important issues and navigate their journey. According to Belinda, *'we've now got much more of a critical mass of women in an amazing array... The appointments into operations, non-traditional roles (is) just quite phenomenal'*. Reflecting on their journey, the importance of leadership courage has been apparent, or as Nicci puts it, *'(you have) to be a bit bold.... if we don't change something in the system, nothing will change'*. Going forward, Nicci says, the company will *'keep investing (and) use what we've done already to really build momentum'*.



Achieving our Vision of *gender diversity valued and balanced at every level in operations* will require interconnected and interdependent changes at an individual, organisational, and systemic level. In Part Two, we focus on the experience of our individual members in their workplaces and how NAWO's professional development programs, events and networking opportunities support women to activate their potential, achieve their career goals and contribute to strengthening diversity, inclusion, and gender balance.

EXPERIENCE OF OUR MEMBERS IN THEIR WORKPLACES

Our individual members⁷ told us that, overall, their workplaces are managing diversity well [76%] and inclusivity well [70%], proactively building and supporting diverse teams [69%] and supporting women to take on leadership roles [78%]. Around half of the respondents [49%] said their workplaces consult with them on gender equality issues, and more than half [61%] feel their voices are being heard.

Most respondents told us that their workplaces provide a supportive environment for them to explore their career goals [75%], build their confidence [74%] and recognise the value they bring to the organisation [77%].

NAWO SUPPORTING WOMEN

NAWO is committed to supporting its members to be more successful, more inclusive, and contribute to gender balance in their workplace by:



Supporting people to lead more inclusively

NAWO SUPPORTING WOMEN STATISTICS/DATA



82% said their NAWO memberships enabled them to better understand the role they can play in achieving a more gender-balanced workplace

Survey respondents said that NAWO's program and events have increased their knowledge of:

- The importance and benefits of inclusivity in the workplace [91% and 92% respectively]
- Leading inclusive teams [87%]
- Communicating inclusively [91%]



- 81% said that attending NAWO programs and events had resulted in them behaving more inclusively
- 96% report consciously developing an appreciation and respect for people from diverse cultures and backgrounds
- 91% feel comfortable challenging non-inclusive behaviours and decision-making.



- 91% said they took actions that are inclusive with their team and in their workplace
- 95% report adapting their behaviours to connect better with people who are not the same as them.
- 95% reported actively seeking a range of views when bringing people together during teambuilding activities
- 93% consider colleagues' needs and personal circumstances when organising team-building activities

HOW OUR MEMBERS ARE STRENGTHENING INCLUSIVITY IN THEIR WORKPLACE (WHAT YOU TOLD US)

"Diversity in a team not only comes from different backgrounds but knowledge or experience. I have adapted and made sure the team supports and welcomes diversity at work. Coaching and supporting team members."

"Create meaningful opportunities for interns or graduates to be involved in project work with our women in leadership group to provide meaningful development for women in our operations."

NAWO's Mentoring Program enables members to access experienced leaders across multiple industries and member companies. Senior volunteer mentors commit to supporting mentees to achieve set objectives, overcome challenges, access sponsorship, and maximise capabilities to further their careers in operations. The program is designed to address challenges faced by staff in operations across a broad range of intersecting identities and experiences.

NAWO MENTEE/MENTOR (JODIE)

Having participated in NAWO's Mentor Program in 2016, Jodie is now a mentor. She believes that being mentored has made her a better leader. Jodie says, 'Through mentoring circles, I observed first-hand the power of drawing out the quiet voice in the room, respecting diverse views and the positive impact of developing new skills or new ways of thinking in people. This has had a long-lasting impact on my leadership style as I hold this front of mind and challenge myself to practice ways to do this'.

Creating a safe space for members to share ideas and progress action that help strengthen inclusion and improve gender balance in operations.

NAWO SUPPORTING WOMEN STATISTICS/DATA



- 72% said that NAWO has provided them with the opportunity to share their perspectives on achieving greater inclusion and gender balance



- 82% said NAWO provided a safe space for them to have conversations about challenging issues relating to gender balance
- 71% report they feel confident about challenging inequality at their workplace



- 56% said they had promoted greater inclusion and gender balance in their day-to-day work as a result of having the opportunity to share perspectives on achieving greater inclusion and gender balance

HOW OUR MEMBERS ARE SHARING IDEAS AND PROGRESSING ACTIONS TO STRENGTHEN INCLUSION AND IMPROVE GENDER BALANCE (WHAT YOU TOLD US)

"Sharing ideas from events that I attended with leaders that I support and encouraging them to implement some of these ideas resulted in attracting more females in our operations teams."

"Shared knowledge regarding different cultures, as a leader with my direct reports, I have championed them to achieving their career goals to achieve promotions and further their current skills."

"I use my experiences and voice to openly talk to the business about what Diversity and Inclusion can look like. These stories are being spread into the wider community, and I hope it will inspire more women or people of diverse backgrounds to come join us, work with us or even just realise that it is something they too can do."

Supporting women to activate their potential and achieve their career goals

NAWO SUPPORTING WOMEN STATISTICS/DATA



- 72% said that NAWO has provided them with knowledge relevant to achieving their career goals
- 70% said that NAWO has equipped them with skills that are relevant to achieving their career goals



- 67% said that NAWO helped them feel more motivated to progress their career.



- 65% said that NAWO has supported them in exploring their career goals
- 50% said they had made a positive career move since becoming a member

HOW NAWO'S PROGRAMS HAVE HELPED OUR MEMBERS ACTIVATE THEIR POTENTIAL AND REALISE THEIR GOALS (WHAT YOU TOLD US):

"The program has helped me develop and understand my leadership style, so I am a more authentic leader with my own brand of leadership that I now carry confidently into my current and future roles."

"Attending various programs helped me see things from different perspectives boosting my career development. It also helped me gain more self-confidence and believe in myself and my career aspirations."

"It has given me a different view of how to approach everyone across my company, from the cleaners to the ops managers across the state. The podcasts, videos and articles supplied help to broaden my approach to situations and have helped me in feeling that I am a strong independent woman who has a lot to offer even when I was feeling like perhaps I didn't."

NAWO MENTEE AND MENTOR – TERESA AND BRENDA

Although initially uncertain about joining the mentor program, Teresa felt a stuck in her career. As a woman of colour, it was important to Teresa that her mentor "looked like me". For Brenda, Teresa's mentor, the program was an opportunity to give back. As an African woman of colour, Brenda hadn't seen much representation over her fifteen years in the industry and was excited to "put my hand up and be able to share my experiences". For Teresa, the most impactful benefit of the program has been connecting with someone who understood her situation and was able to support her in accelerating her career. As Teresa says, "when you think about operational roles, there aren't very many women ... I wasn't really sure where I fit and what the next step would be... there are all these questions running through your head...Having a mentor gives different perspectives, being able to vocalise that to someone who is willing to listen and share their own experiences...that was valuable for me."

Providing meaningful connections to people across multiple industries and inspiring role models.

NAWO SUPPORTING WOMEN
STATISTICS/DATA



- 80% reported NAWO had created valuable networking opportunities



- 85% said that NAWO had provided them with access to inspirational role models



- 67% said that NAWO had helped them to build meaningful connections with people across multiple industries

HOW MEANINGFUL CONNECTIONS AND ACCESS TO ROLE MODELS HAVE SUPPORTED
AND INSPIRED OUR MEMBERS (WHAT YOU TOLD US)

"It has allowed me to tap into the professional experiences from some wonderfully successful women in leadership roles and seek guidance to steer my career in the right direction. And also how to manage some challenging situations as the only female mid-level manager in operations in my company."

"It has provided me with connections across a wide range of industries and really expanded my thinking on how I approach work and team members. I have also been exposed to some fantastic role models."

"The NAWO PDP has given me a boost of self-confidence and has guided me out of a stagnating phase. I will definitely use and reuse the resources available, but most of all, I will remember all the great role models we had access to along the way. It is great to see women succeeding, and that gives me hope to continue my development."

NAWO MENTEE – CHRISTINE

While Christine was initially hesitant about her mentor being from a very different background, she believes it was these differences that made the program so beneficial. As Christine says, 'we put aside those external factors and get to the little core details'. Christine's participation in the program has helped her navigate the challenges of working in a male-dominated industry 'I certainly didn't think that I could achieve as much as what I did in four sessions, but surprisingly I was blown away'.

Closing Remarks

Thank you for taking the time to read our first Outcomes Report. Over the coming months, we will be building on the work you see here so that we can keep you informed as we continue to collectively progress towards our Vision to see gender diversity valued and balanced at every level in operations. We thank all our members for their commitment to this Vision and for supporting our organisation. We acknowledge that while we have a long journey ahead of us, collectively, we are moving in the right direction and will continue to do so together.

Disclaimer: The data used in this report is provided solely for the purpose of enabling insight into NAWO's progress towards our identified outcomes. NAWO does not guarantee and accepts no legal liability whatsoever arising from, or connected to, the use or representation of any data used in this report.

¹ NAWO corporate members, corporate employee members and individual members as of 30 June 2022

² <https://www.wgea.gov.au/>

³ AIBE Centre for Gender Equality in the Workplace Employer of Choice for Gender Equality Leading Practices in Strategy, Policy and Implementation Summary Report

⁴ The occupational category of Professionals is defined as those who Perform analytical, conceptual and creative tasks by applying theoretical knowledge and experience in arts, media or design; business or law; engineering or transport; physical, life or social sciences; health, education or social welfare; information and communication technology (source: WGEA Reference Guide 2019).

⁵ Source: <https://www.wgea.gov.au/>

⁶ NAWO Corporate survey (22% response rate)

⁷ Individual membership survey (265 responses)



Balance Sheet

National Association of Women in Operations

AS AT 30 JUNE 2022

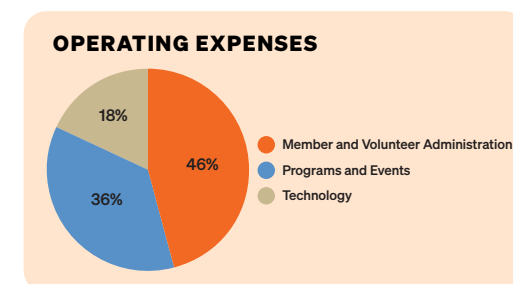
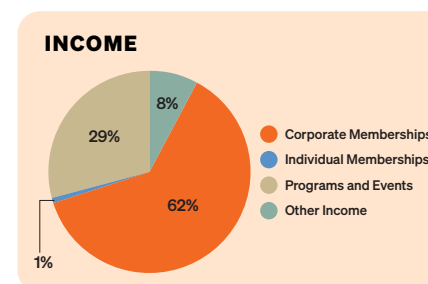
	ACCOUNT	30 JUN 2022	30 JUN 2021
Assets	Total Bank	\$428,639	\$306,779
	Total Current Assets	\$160,515	\$90,678
Total Assets		\$589,154	\$397,457
Liabilities	Total Current Liabilities	\$57,739	\$20,789
	Total Non-current Liabilities	\$43,593	\$33,522
Total Liabilities		\$101,332	\$52,311
NET ASSETS		\$487,822	\$343,146
Equity	Current Year Earnings	\$144,676	\$146,543
	Retained Earnings	\$343,146	\$196,603
Total Equity		\$487,822	\$343,146

Profit & Loss

National Association of Women in Operations

1 JULY 2021 TO 30 JUNE 2022

INCOME	
Corporate Memberships	\$492,500.00
Individual Memberships	\$10,811.00
Programs & Events	\$226,757.00
Other Income	\$59,305.00
Total Income	\$789,375.00
LESS OPERATING EXPENSES	
Member and Volunteer Administration	\$303,676
Events and Programs	\$223,909
Technology	\$117,114
Total Operating Expenses	\$644,699
NET SURPLUS	\$144,676.01



We would like to extend our sincere gratitude to all the many volunteers involved with NAWO; who share our vision and give their time, expertise and passion to delivering all we've achieved this past year. Our volunteers include our State Committee Members, Board, Intersectionality Advisory Committee, Mentors, Honorary Members and RAP Committee. We are also very grateful to our Industry Partners, Endorsed Providers, Professional Development Providers, Charity Partners and those member companies who have hosted our events and site tours.





STEPH COUSINS
GLOBAL CEO, TALENT BEYOND BOUNDARIES

entor ith N/ in 2023



KAREN LOU LOCKYER
SPECIALIST INDIGENOUS EMPLOYMENT, BHP

NAWO EVENT ● IN PERSON

We had our first site tour of the year!



NAWO ● LEARN MORE AT NAWO.ORG.AU



NIDIA RAMIREZ

"As a young woman of colour who is also part of the LGBTQ+ community, I have a vision for the agriculture industry that's more balanced across the board."

CHECK IN & CHAT

What a job! A day in the life of a systems engineer

With Dimple Chully Paul, Systems Engineer, SAGE Automation

NAWO ● LEARN MORE AT NAWO.ORG.AU



DIGITAL

ANNOUNCEMENT



WELCOMING NSW COMMITTEE MEMBER
ISHA AGARWAL

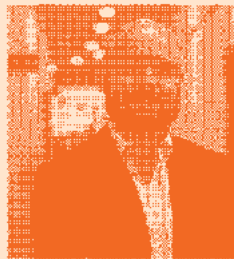
IN PERSON

NAWO CHECK IN & CHAT

Supporting trans, gender diverse and non-binary people in the workplace

with Jeremy Wiggins, Executive Officer, Transcend Australia

NAWO ● LEARN MORE AT NAWO.ORG.AU



ANNOUNCEMENT

Winner of the Industry Advocacy Award

SURAN VOSKILN
LEADER, ADVOCATE, CHANGE MAKER

NAWO ● LEARN MORE AT NAWO.ORG.AU



VISIT NAWO.ORG.AU

NAWO CHECK IN & CHAT

DIGITAL



SHAREENA NAZEER
EHS AND OPERATIONS QUALITY PROCESS ENGINEER, ITW POLYMERS & FLUIDS ASIA PACIFIC

NAWO EVENT ● IN PERSON

We had our first site tour of the year!



NAWO ● LEARN MORE AT NAWO.ORG.AU

NAWO EVENT

HYBRID

Beyond the WA Parliamentary Inquiry into sexual harassment

Join the NAWO community in conversation with Ms. Kim Giddens, MLA



Annual Report 2021-2022



NAWO

Balancing Gender in Operations

Annual Report 2021-2022

<p>INTERSECTIONALITY ADVISORY COMMITTEE</p> <p>"I am a mature age Indigenous female who has had many life experiences. I see intersectionality as the many facets that make my own inner diamond shine and are unique to just me."</p> <p>Karyn Ervin, Director Performance and Leadership Development, Department of Foreign Affairs and Trade.</p>	<p>NAWO MEMBERSHIP</p> <p>Give the gift of a NAWO membership</p> <p>Individual memberships are \$99 pa</p>	<p>NAWO CHECK IN & CHAT</p> <p>Hannah Rabbington DATA ANALYST, HEADQUARTERS NAWO VIC STATE COMMITTEE MEMBER</p>	<p>International Day of the Girl Child</p> <p>Our time is now – our rights, our future</p>	<p>DID YOU KNOW?</p> <p>"72% of primary carers are still female in Australia."</p> <p>LOUISE WEINE, CEO, NAWO</p> <p>NAWO • LEARN MORE AT NAWO.ORG.AU</p>	<p>SA EVENT</p> <p>Making 2022 all about you!</p>	<p>NAWO'S RECONCILIATION ACTION PLAN</p> <p>Help shape our Reconciliation Action Plan. Join our working group.</p>	<p>MENTORING PROGRAM</p> <p>"I have no doubt that mentoring program participants make more progress in their development journey after this experience... the long term effects of a new way of thinking, an expanded network of peers to learn from, the increased confidence, the support of a mentor and practical tips of how to overcome self-imposed barriers are hard to quantify."</p> <p>JODIE MURDOCH NAWO MENTEE & MENTOR</p>	<p>NAWO EVENT</p> <p>Change begins with you: how women in non-traditional roles can create change</p> <p>Hear from three incredible leaders from BlueScope for an inspiring conversation about courageous leadership and being agents of change.</p> <p>• SWIPE TO SEE OUR SPEAKERS</p>	<p>Happy Pride Month</p> <p>Celebrating all diversities and intersections</p> <p>JUNE 2022</p> <p>NAWO</p>
<p>NAWO POP</p> <p>The Art of Negotiating and Influencing</p> <p>JULIE HOLMAN, TALKFORCE</p>	<p>SA NETWORKING</p> <p>Looking back, looking ahead. What are you proud of this year?</p>	<p>KNOWLEDGE SHARE FORUM</p> <p>Nailing the brief: effectively partnering with recruiters on gender balance</p> <p>Join us in discussing the challenges and opportunities in achieving gender balanced shortlists for operational roles.</p>	<p>ANNOUNCEMENT</p> <p>Regional WA is leading the way!</p> <p>"I was blown away by the attendance and enthusiasm of participants... it was such a successful night and I walked away knowing many of the attendees had key takeaways and learnings and with a big number of male allies in the room – even better!"</p> <p>Jocelyn Vallance, W-A Regional Sub Committee Lead</p>	<p>EVENT FEEDBACK</p> <p>Regional WA is leading the way!</p>	<p>INTERNATIONAL MENS DAY</p>	<p>TRANS GENDER AWARENESS WEEK</p> <p>TRANS AWARENESS WEEK</p>	<p>NSW EVENT</p> <p>NSW let's celebrate and connect</p>	<p>KNOWLEDGE SHARE FORUM</p> <p>Enabling greater flexibility for operational teams</p> <p>Join us for a discussion on flexible working options for our staff and flexible operational teams. Members only</p>	<p>NAWO EVENT</p> <p>Are you joining us for our 'No Book Club' over drinks?</p>
<p>ANNOUNCEMENT</p> <p>We are hiring!</p> <p>Love storytelling, digital marketing and the idea of better gender balance in operations?</p> <p>Read on ...</p> <p>NAWO</p>	<p>LET'S MOVE TOGETHER FOR CEREBRAL PALSY</p> <p>SEPTEMBER</p> <p>TAKE STEPS TO GROW YOUR NETWORK AND SUPPORT OUR COMMUNITY</p>	<p>CHECK IN & CHAT</p> <p>Nicole Reynolds BUSINESS OWNER, PATHA GRADUATES</p>	<p>TESTIMONIAL</p> <p>"Programmed is proud to be a member of NAWO. Being able to connect our employees with other member organisations and have a range of learning solutions available to them is invaluable. This takes championing inclusion and the creation of systematic change within our organisation to new heights, each and every day."</p> <p>JEMA CAMERON MANAGER, KNOWLEDGE, ORGANISATIONAL DEVELOPMENT, PROGRAMS</p>	<p>CHECK IN & CHAT</p> <p>Sophie Ray NON-EXECUTIVE DIRECTOR NAWO BOARD CHAIR</p>	<p>EVENT FEEDBACK</p> <p>Captivated audience, dazzling venue and a bespoke NAWO beer.</p> <p>A fantastic event in Fremantle with our WA team last week!</p>	<p>VIC NETWORKING</p> <p>Let's pause, reflect and reconnect</p> <p>TUESDAY 20th NOVEMBER 10:30AM – 11:30AM</p>	<p>NATIONAL RECONCILIATION WEEK</p> <p>Let's be brave and create a better future for all Australians.</p> <p>BE BRAVE. MAKE CHANGE.</p>	<p>ANNOUNCEMENT</p> <p>A historic win for women.</p>	
<p>INTERNATIONAL DAY OF PEOPLE WITH DISABILITY</p> <p>Celebrating all diversities and intersections</p> <p>International Day of People with Disability 3 December</p>	<p>EVENT FEEDBACK</p> <p>Building brave and courageous cultures</p> <p>Two leaders, two stories: Courageous and Adaptive Leadership</p> <p>Join us to hear two leadership journeys.</p> <p>• SWIPE TO SEE OUR SPEAKERS</p>	<p>WEBINAR</p> <p>Two leaders, two stories: Courageous and Adaptive Leadership</p> <p>Join us to hear two leadership journeys.</p> <p>• SWIPE TO SEE OUR SPEAKERS</p>	<p>TESTIMONIAL</p> <p>"NAWO has always taken a moment to re-assess and re-invent itself to ensure the intent and messages remained on point. The general conversation around diversity and inclusiveness are improving but should still not be taken for granted. NAWO continues to provide that platform at multiple levels of seniority within the business world."</p> <p>CAROLYN SCHROTEN HEAD OF PROCUREMENT, APC ARMONIA</p>	<p>CHECK IN & CHAT</p> <p>Ankeli Blundell VIRTUAL SPEAKER, AUTHOR, INFLUENCE EXPERT</p>	<p>ANNOUNCEMENT</p> <p>Our new charity partner – Your Toolkit</p> <p>YOUR TOOLKIT</p> <p>LEARN MORE AT NAWO.ORG.AU</p>	<p>KNOWLEDGE SHARE FORUM</p> <p>Job redesign: changing it up!</p> <p>Join talent acquisition experts Michelle Forthingham and Nicola Harrison to better understand work design for attracting and retaining top talent. Members only</p>	<p>INTERSECTIONALITY ADVISORY COMMITTEE</p> <p>"I have ADHD and my intersection is representing neurodiverse individuals in the operational workplace."</p> <p>Emily Kendall, Senior Project Engineer, Petroleum Future Industries</p>	<p>ANNOUNCEMENT</p> <p>Simon Bremell joined the NAWO board six years ago and is now becoming an honorary member. Simon has been a longstanding and outstanding board member!</p>	<p>NAWO EVENT</p> <p>We're getting together to chat about Brené Brown's incredible book Dare to Lead, in person!</p> <p>with the <i>1:800 Q&A Committee</i></p>
<p>ANNOUNCEMENT</p> <p>THANK YOU TO NAWO BOARD CHAIR MEGAN MCCracken</p>	<p>INTERSECTIONALITY ADVISORY COMMITTEE</p> <p>"To me and my physics wired brain, Intersectionality is the combination of different wavelets, coming together to define the singular wave of my life's experience."</p> <p>Emma-Lee Dellar, Principal Geophysicist Operations, Petroleum Future Industries</p>	<p>ANNOUNCEMENT</p> <p>Study an online MBA with Torrens University and Ducere</p> <p>Our members have exclusive access to MBA scholarships of up to 30% off</p>	<p>ANNOUNCEMENT</p> <p>Women in Industry Awards Finalists</p> <p>• SWIPE TO SEE OUR NOMINEES</p>	<p>QLD NETWORKING</p> <p>Let's grab coffee</p>	<p>ANNOUNCEMENT</p> <p>What tools do you use to be more inclusive every day?</p> <p>Discover more about thinking styles with CEO and Founder of <i>Adopting Sprouts</i>, Alison Armstrong – member only resources available on our website!</p>	<p>IMPROVE OUTCOMES HARNESS POTENTIAL OPTIMISE NETWORKING INSPIRE CHALLENGE GROW</p>	<p>QLD EVENT</p> <p>Dare to Lead™ - How Brave Leaders Build Courageous Cultures</p> <p>Hosted by Coles and our QLD Committee, meet certified Dare to Lead™ facilitators in our upcoming in person event.</p> <p>• SWIPE TO SEE OUR SPEAKERS</p>	<p>NAWO EVENT</p> <p>FlexAbility – how to be more productive without burning out at work</p> <p>with MaxPARTS, <i>NAWO corporate member</i>, and Dr Karen Morley, Executive Coach, <i>Spiker & Author</i></p>	<p>Thank you to all our volunteers!</p> <p>NATIONAL VOLUNTEER WEEK</p> <p>NAWO</p>
<p>CELEBRATING 10 YEARS OF NAWO</p> <p>"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 but has also supported the individual career development of our employees, female and male."</p> <p>ESME BOROGLY PARTNERSHIP DIRECTOR KELLOGG, AUSTRALIA AND NEW ZEALAND.</p>	<p>Human Rights Day</p> <p>Reducing inequalities, advancing human rights</p> <p>10 DECEMBER 2021</p> <p>NAWO</p>	<p>INTERNATIONAL VOLUNTEER DAY</p> <p>Thank you to all our volunteers</p> <p>International Volunteer Day</p>	<p>KLINDERS</p> <p>"I am positive about a future of diversity and inclusion in workplaces. 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."</p> <p>ANDREA SUTTON NON EXECUTIVE DIRECTOR</p>	<p>ANNOUNCEMENT</p> <p>This is a game changer for Australian women and their families.</p>	<p>MEMBERS PORTAL</p> <p>NAWO RESOURCE</p> <p>Watch the webinar recording and join us for our members only Conversation Forums.</p>	<p>CHECK IN & CHAT</p> <p>ADRIAN FAHEY CHIEF EXECUTIVE OFFICER, SAGE GROUP NAWO BOARD MEMBER</p>	<p>NATIONAL RECONCILIATION WEEK</p> <p>We asked our RAP Working Group members to share their reflections on reconciliation with us.</p> <p>NAWO • LEARN MORE AT NAWO.ORG.AU</p>	<p>NAWO EVENT</p> <p>We had our first site tour of the year!</p> <p>NAWO</p>	