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**THE NATIONAL ASSOCIATION OF  
WOMEN IN OPERATIONS LTD.**

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**ABN 57 164 216 711**

**ACN 634 113 063**

**EMAIL: INFO@NAWO.ORG.AU**

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**in NAWO - NATIONAL ASSOCIATION  
OF WOMEN IN OPERATIONS**

**yt NAWO - NATIONAL ASSOCIATION  
OF WOMEN IN OPERATIONS**





QLD PANEL EVENT WITH BLUESCOPE

## 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.*

# NAWO Corporate Members

AS AT JUNE 30, 2023

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.



**OUR BOARD MEMBERS**



**DEB SPRING**  
*NAWO National Chair  
 Non Executive Director  
 Transport Asset Holding Entity  
 of NSW (TAHE)*



**ANDREA SUTTON**  
*Non Executive Director  
 AJ Sutton Consulting  
 (Interim NAWO Board Chair)*



**KERRY PRONK**  
*Board Secretary  
 COO E-Commerce  
 Maggie Beer Holdings*



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



**MELISSA DONALD**  
*Director of People, Governance  
 and Operations, Respect  
 Victoria*



**MATTHEW BRIERLEY**  
*Leadership Coach,  
 Newmont Corporation*



**TANIA MONTESIN**  
*Senior Management  
 Consultant, dss+*



**ADRIAN FAHEY**  
*Managing Director and  
 Chief Executive Officer  
 SAGE Group*



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



NSW HYBRID EVENT WITH AUSTRALIA POST

**OUR STATE COMMITTEE CHAIRS**



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



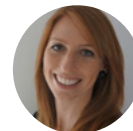
**ABBY PHILLIPS**  
*NSW State Committee Co-Chair  
 Director - Business System  
 Continuous Improvement –  
 International Markets, Owens  
 and Minor*



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



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



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



**HONG WEERASAKEERA**  
*Interim QLD State Committee Chair  
 in Josephine's absence  
 Global Head of Procurement  
 Excellence, Toll Group*



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



**ANNABEL ROBERTSON-HOPA**  
*Western Australia State  
 Committee Chair  
 National Human Resources  
 Manager - Steel & Tube, Infrabuild*



**HANNAH THETFORD**  
*WA State Committee Co-Chair  
 Senior Advisor, Technology  
 Integration, Rio Tinto*



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



WA IN PERSON WORKSHOP WITH ACKNOWLEDGE THIS

# Chair Report

2023 has been another year of change and growth for NAWO. The Board also saw change this year, with Loretta Croker and Sophie Ray, NAWO's Board Chair, becoming Honorary Members. As Interim Board Chair for NAWO, I've had the pleasure of working with the NAWO Executive Team and our wider community to achieve sustainable change through the range of Professional Development Programs, subject matter expert presentations, and opportunities for meaningful connection that we offer.

The Board has been pleased to see NAWO's flagship Mentoring Program for 2023 reflect the rapid growth our Not-for-Profit is experiencing. Our 2023 cohort consisted of 104 mentors and 221 mentees, effectively exceeding all our expectations and targets. As a result of the significant increase in uptake from our community, we expanded the program and our matching capability. NAWO's Mentoring Program is core to developing the female talent pipeline that will enable us to create more gender balanced and diverse operational organisations and take us closer to our 40:40:20 goal.

In late 2022, the Board met for a hybrid strategy session, where we revisited our strategic plan for the next three years. We focussed 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.

The Board has also been pleased to see member companies engage in discussions about business solutions and policy and processes frameworks to enhance inclusion in May's Executive Forum in Perth and our Knowledge Share Forums throughout the year.

As Interim Board Chair, I'd like to extend a heartfelt thank you to Sophie Ray, NAWO's Board Chair since 2021. She championed NAWO's vision of gender balance at every level in operations and supported us in finding ways to keep connecting with our network during COVID-19, whilst celebrating the growth we experienced as we adapted to challenges. Under Sophie's Board tenure, NAWO developed their RAP, formed their IAC, and began measuring and reporting impact in their annual reports in addition to the change in NAWO's corporate structure. Furthermore, I'd like to thank NAWO's Board, volunteers, Committee Members and the Executive Team. Now, the Board is excited for the next phase in NAWO's journey with our new Chair, Deb Spring.



*Andrea Sutton*  
INTERIM NAWO BOARD CHAIR

I'm delighted to be joining NAWO as its new Board Chair. By the time I'd finished university and begun my career in operations over 40 years ago, I was determined to improve women's experiences in operations. Back then, it was tough being a woman in operations and although things have improved, it's still tough. I continue to ask myself how I can help and now, supporting NAWO to achieve its vision is what I'm determined to do.

Diversity gives people opportunities to play a major role in the success of our society. I am a strong advocate for NAWO's vision to see gender diversity valued and balanced across all levels of operations and am determined to provide the environment required to support and foster the change our vision requires. We can achieve this by making the policy and culture changes that create environments where people can thrive in operational careers and thus attract and retain more women and (gender) diverse people.

I joined the NAWO team during a period of exponential growth and am excited for what the next phase will bring. I support the direction set out in NAWO's Strategy and after implementing it, I would like to see NAWO be a crucial voice for women in operations and a key player in discussions around gender diversity in operations at the Federal and State government levels as well as in corporate Boardrooms. The Board and I are determined to support NAWO expand its sphere of influence by bolstering its individual members base and further growing its corporate membership.

As we journey into 2024, I, on behalf of the Board, would like to extend an enormous thank you to our indefatigable CEO, Louise Weine, and the NAWO team. 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 passion, determination, and dedication.



*Deb Spring*  
NAWO BOARD CHAIR

# New South Wales

Having an opportunity to really make a difference for our members and their companies as they seek to improve gender balance is what excites us about NAWO. Helping our members feel supported and connected, plus the energy that is created when everyone gets together, is really inspiring and we love to see and hear how individuals and companies are benefitting from greater gender diversity. Our highlight for 22/23 was coming back to face-to-face gatherings, while still maintaining all the tech gains from the pandemic era – it’s helped make us more connected than ever, and also to really value when we can all be in the same room together! We are looking forward to expanding beyond traditional operations, welcoming new members, and exploring more facets of diversity through intersectionality.



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



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

VIC EVENT WITH BUNNINGS



# Victoria

NAWO has evolved into an impactful organisation with inspiring people involved – and that excited me! Individuals and member organisations have a diverse range of opportunities at both a national and local level online and in person to connect with likeminded individuals to continue the journey of improving gender equity across operations. This year in Victoria we had site visits at Opal Packaging and the Mondelez manufacturing site which were both terrific and provided some nice little souvenirs to take away with us. We also heard about digital careers at Bunnings and learned of the great opportunities for women and men in that space with a terrific interactive display of technology. We’ve established our coffee catch ups across metro Melbourne which has enabled some new and old connections to be nurtured and we’re looking forward to continuing our program of site visits and coffee catch ups in 2024.



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

# Queensland

I am inspired by the quality connections and collaboration increasingly occurring within the NAWO network – there's so much we can achieve together. We've reached a great rhythm working with other State Committees and the NAWO executive team, and it's great to align collectively to our shared vision. With the new Charter in place, QLD are feeling empowered and motivated to hit the ground running in 2024 and are looking forward to an exciting year with many events already planned. We're thrilled that engagement with and interest in local committees has increased since the COVID-19 slump. We plan to explore more host opportunities with livestreaming capabilities for a regional engagement in 2024 and dedicating our efforts towards relationship building with all allies be it our event speakers, site tour guide, and industry partners.



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



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



BRISBANE IWD COFFEE

'WHEN I GROW UP' EVENT IN WA



# Western Australia

We are incredibly honoured to volunteer with NAWO and to be a part of a community of like-minded leaders, individuals, and organisations who are passionate about inclusion and advocating for gender balance across operations. The work we do with the WA team not only allows us to make meaningful impact in the lives of others but also to grow as individuals and deepen the connections we make within the NAWO community. Specifically in the WA chapter, the prospect of being part of a team that is dedicated to supporting people to lead more inclusively providing a safe space to ask questions and have conversations that help achieve greater gender balance is something that fills Co-Chair Hannah Thetford's cup and really resonates with her on a personal level. THE WA team is excited to engage the community with more events in 2024, and have the first quarter planned already. They're keen to continue their positive impact with innovative events like this year's "Pizzazz your profile" and 'When I grow up!' - an event they've now run twice, much to the delight of the community. They're excited to embark on this journey and to see the positive changes we can achieve together.



**HANNAH THETFORD**  
WA State Committee Co-Chair  
Senior Advisor, Technology  
Integration, Rio Tinto



**ANNABEL ROBERTSON-HOPA**  
WA State Committee Co-Chair  
Please supply Annabel's  
Role and Title here



# South Australia

The SA Committee has been thrilled to engage with the South Australian NAWO Community on several occasions, exchanging stories and learnings. This year, we came together for multiple in person events, including a site tour and the Mentoring Alumni networking events. On both occasions, we were able to nurture meaningful connections within our community and reflect on what events we'd like to host next year. We're excited for 2024 and are gearing up for a year of multiple in person and hybrid events where we can extend our reach within SA, expand our network and continue to find the connections and initiatives that will take us closer to our 40:40:20 vision of gender valued and balanced at every level in operations.



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



SA SITE TOUR WITH COLES

'WALKING IN TWO WORLDS' EVENT IN REGIONAL WA



# WA Regional

It's been a pleasure to grow NAWO's sphere of influence and connect with our regional communities. This year, we welcomed two new members into our growing Regional WA Sub Committee and hosted events in collaboration with our WA Committee colleagues that left a huge impact, including Pizzazz your Profile! We're working within our Sub Committee and our Metro colleagues on more fantastic events for 2024. We plan to further increase engagement with our communities in the regions and look for collaboration opportunities to foster the environments we want to take back to our workplaces with us!



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

# CEO Report

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NAWO gathers people, digitally and in person, to engage in activity aligned to our vision - to see gender diversity valued and balanced at every level in operations. This financial year we welcomed eight new corporate members bringing our total membership to 80. Our target for the end of the 2024 financial year is to grow our membership to over 100 corporate members across multiple industries including Manufacturing, Resources, Energy, Transport, Supply Chain, Professional Services, Agriculture, Utilities and Government Services.

NAWO advocates for our members to initiate action aligned to our frameworks - The Nine Levers for Gender Balance and our Five Future-Focused Learning Priorities. These frameworks ensure focused conversations and learning that supports our members to effectively and steadily move toward 40:40:20 at every level in operations.

This reporting year was packed full of meaningful moments of connection at NAWO. Our forums, events, programs, and resources were expertly curated by our national team of volunteer State Committees, Intersectionality Advisory Committee, Board and Executive all working in collaboration with our growing membership.

Unwavering senior leadership is a critical enabler and NAWO encourages by connecting senior leaders from our member companies to one another, to share their stories of active leadership across different businesses and industries. We enjoyed facilitating these connections and sharing exceptional stories through NAWO's case studies and executive forums this year and look forward to continued member engagement at this strategic level of cultural change.

Allyship is necessary for inclusive culture, and NAWO supports allies of all genders and intersectionality through our Mentoring Program, Professional Development Programs, and our Industry Solutions Forums. In highly male dominated workplaces, male allyship is vital. We are proud to have an increasing number of men volunteering their time and experience in the NAWO membership, as committee members, event guests, panellists, mentors, and as daily allies in their respective workplaces. On International Women's Day we unashamedly hosted a #manel - to amplify the importance of allies having the courage to step up and address microaggressions and sexist behaviour in the workplace when it occurs.

Psychological safety is a prerequisite for gender balance, and this year we provided members with access to forums and events to inform them of the changing regulatory landscape and share actions other member companies have taken or are taking to ensure their positive duty and address psychosocial hazards at work. NAWO will continue to support our members in ensuring the safety and wellbeing of increasingly more diverse employee cohorts.

Our mission to increase inclusive leadership capability across our membership, led to the design, pilot and delivery of a unique and impactful program, Inclusion Habits for Operations Leaders. Our initial pilot was supported by the Victorian Office for Women and seven member companies, DON KRC (GWF), Linfox, Orora, Programmed, dss+, Opal and Sydney Water. We took the feedback from this pilot to develop an app-based, operations aligned, active learning program, and our first mixed cohort has graduated with outstanding results. We are grateful to our development partner Emberin and their CEO Maureen Frank for partnering with us on this project. We have had 88 leaders graduate from the program with measurable impact through the initial pilots and our aim is to have at least 150 operational leaders graduate from the program as more inclusive leaders every year.

In advocating for policies that enable shared care, NAWO forums spoke to masculinity and fatherhood, stressing the importance of policy that encourages shared approaches to care, enabling fathers to gain the benefits of the parenting experience, whilst not losing status at work. Pleasingly we have started to see some member companies proactively review their workplace parental leave (or parental secondment) policies to take a more progressive approach to the support for shared care. Common amendments include removing the reference to primary and secondary carer, increasing paid leave and flexibility regarding how and when leave can be taken, and paying superannuation on paid and unpaid leave. Importantly we have seen some terrific action taken to support managers with interpreting and applying policy as well. We will continue to find ways to highlight progressive policy within our membership.

NAWO forums shared successful initiatives to support employees in their transition to and from extended leave, highlighting the importance of coaching and supporting resources for managers who are experiencing these transitions with their team members.

# CEO Report

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We are starting to see many members welcoming their employees back from leave with more flexible options, and more proactive support in their transitions away from and back to work.

Post pandemic, flexible work capabilities have been tested as members have refined their hybrid work models. We know that greater job flexibility, through better job design, a focus on outputs, effective use of technology and inclusive leadership positively impacts female representation across all levels, particularly in more senior operational roles. We also recognise that leading hybrid teams is not without its challenges, particularly in operational 24/7 contexts. NAWO has continued to play a role in provoking thought leadership in this space, assisting with leadership capability in managing hybrid teams and encouraging our members to find 'best fit' flexibility for their people and business that does not have them revert to inflexible models of work. NAWO will continue to encourage members to provide greater flexibility around full-time roles and be more creative in job design (including the design of part time and job share opportunities at all levels).

Core to NAWO's mission is respect and celebration of all people who identify as women in our Australian society, supporting them, in all their diversity to achieve their identified career goals. Throughout the year we spoke about intersectionality, hosting conversations about the impact of culture, indigeneity, LGBTIQ+, race, invisible diversities such as neurodiversity and chronic illness, and age.

First Nations cultural awareness and safety featured in our programming throughout the year with our regional team in WA leading the way with a heartfelt 'walking in two worlds' event. We hosted a national conversation on how to ensure cultural safety in the workplace and we celebrated the endorsement of our Reflect Reconciliation Action Plan with our members and our friends at IWIMRA. We look to our Reconciliation Action Plan to formalise and articulate our commitment as we walk alongside our First Nations colleagues and members in seeking justice, self-determination and a voice in decision making.

To embrace a more diverse talent pool we need to engage a broader audience of people about the variety of jobs and career paths available to them in operations. NAWO plays a key role in profiling career options in our member's organisations and industries. We are ecstatic about the response to our monthly Check & Chat zoom - "What a Job!" - and our national webinars and local connection events continue to raise the profile of women

in operational roles. Our WA team hosted a brilliant event called "When I grow up," - connecting young women and girls with women in awesome operational roles - opening minds up to opportunities across multiple industries.

The NAWO Mentoring Program grew to record numbers and we launched our Mentoring Alumni thanks to the generous sponsorship by premium member Amazon. We introduced a deliberate focus on sponsorship throughout the program this year - preparing our mentees to build relationships with those who are in places where decisions are made about role succession. Mentoring and sponsorship together leads to more positive career outcomes for our mentees.

Our investment in the design of an outcome's framework will enable us to articulate the impact of our work, underpin all future offerings and guide how we measure the impact of our member offering. My thanks to all our volunteers and members who have taken the time to offer their input into this process. We look forward to this framework being endorsed in early 2024.

I thank our volunteer board members, committee members, mentors, enthusiastic supporters, and contributors as well as all our active and engaged employee and individual members in operations. To our dedicated executive team, thank you for your committed execution of yet another brave (and at times overwhelming) activity plan.

Whether you connect with NAWO by volunteering, participating in our programs, attending our events, following our social feed, or subscribing to our newsletter - our desired outcome is the same: that as a NAWO member you feel connected with purpose and empowered to act. I look forward to supporting our drive toward better balance with an even more impactful offerings for our members in 2024.

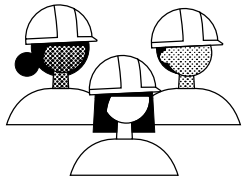


*Louise Weine*  
NAWO CHIEF EXECUTIVE OFFICER

# Supporting Women

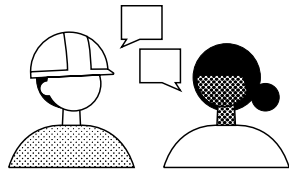
We support *all* women in achieving their career goals by providing meaningful connections, inspiring role models and offering development opportunities to activate their full potential in operations.

## NAWO Mentoring Program



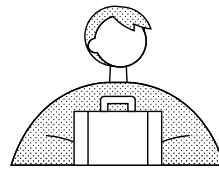
**32**

MENTORING CIRCLES



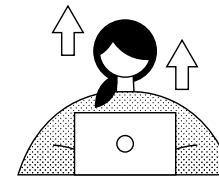
**72**

1:1 MENTORING



**104**

MENTORS



**221**

MENTEES

**“The program included highly useful content that [was] relevant to multiple parts of my role.”**

PARTICIPANT FEEDBACK FROM 'THE ART OF NEGOTIATING AND INFLUENCING – RECLAIM YOUR POWER'

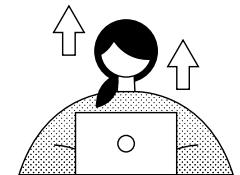
**“The way that this course was run allowed for independent thought and reflection to help learn which was very effective.”**

● PARTICIPANT FEEDBACK FROM 'THE ART OF NEGOTIATING AND INFLUENCING – RECLAIM YOUR POWER'



**6**

PROFESSIONAL DEVELOPMENT PROGRAMS



**277**

PROGRAM PARTICIPANTS

# Supporting Women

NAWO PDP **talkforce**  
*empowering. inspiring. leading.*

## The Art of Negotiating and Influencing

with Julie Holman

FEBRUARY 28 & MARCH 7, 14 & 28

FIND OUT MORE & REGISTER



NAWO MENTORING PROGRAM

“A mentor is someone who allows you to see the higher part of yourself when sometimes it becomes hidden to your own view.”

OPRAH WINFREY, 2002

NAWO • LEARN MORE AT [NAWO.ORG.AU](http://NAWO.ORG.AU)

ANNOUNCEMENT

**We're getting together for our mid year mentoring reflection... speed networking style!**



NAWO • LEARN MORE AT [NAWO.ORG.AU](http://NAWO.ORG.AU)

NAWO MENTORING PROGRAM TESTIMONIAL

“Working with my mentor in the NAWO one on one Mentoring helped me get clear on whether the roles I wanted to pursue were the best and most strategic ones for my career growth and professional development.”

Teresa Lemaire, Superintendent - Services and Utilities at Rio Tinto

NAWO • LEARN MORE AT [NAWO.ORG.AU](http://NAWO.ORG.AU)

NAWO PDP **dare to lead™**  
*Based on the research of Dr. Brené Brown*

## Dare to Lead™

with Rebecca Hopkins, *Certified Dare to Lead™ Facilitator*

14 FEBRUARY - 4 APRIL 2023

FIND OUT MORE & REGISTER



## Join our Mentoring Program



Unlock your potential, share your skillset and inspire with experience

NOW ACCEPTING MENTOR & MENTEE APPLICATIONS!

NAWO @nawo\_au @womeninoperations NAWO National Association of Women in Operations

NAWO MENTORING PROGRAM

“This program is amazing. My mentor has coached me through some very challenging situations over the last 6 plus months. I have gained so many skills (and confidence) particularly around presenting to senior leadership.”

Carly Turnbull, Coles

NAWO • LEARN MORE AT [NAWO.ORG.AU](http://NAWO.ORG.AU)

NAWO PDP

Great program – I strongly recommend it to others.

Participant in 'the Art of Negotiating and Influencing – Reclaim your Power'

NAWO • VISIT [NAWO.ORG.AU](http://NAWO.ORG.AU)

PROFESSIONAL DEVELOPMENT PROGRAM

## Inclusion Habits for Operations Leaders



This program is our newest offering to support inclusive leadership capability within our membership.

NAWO • LEARN MORE AT [NAWO.ORG.AU](http://NAWO.ORG.AU)

NAWO PROFESSIONAL DEVELOPMENT PROGRAM

## We're hosting our first in person Dare to Lead™ session!

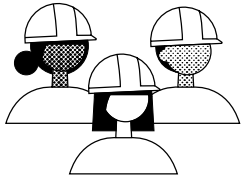


with Rebecca Hopkins, *Certified Dare to Lead™ Facilitator*

NAWO • LEARN MORE AT [NAWO.ORG.AU](http://NAWO.ORG.AU)

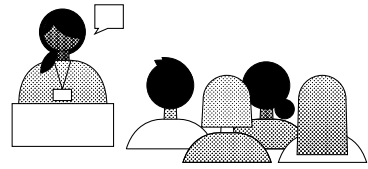
# Supporting Leaders

We support people to *lead* more inclusively by providing a safe space to ask questions and have conversations that help *achieve greater gender balance in operations*.



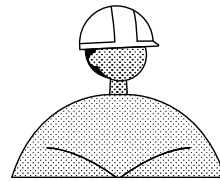
**224**

INCLUSION HABITS PROGRAM PARTICIPANTS



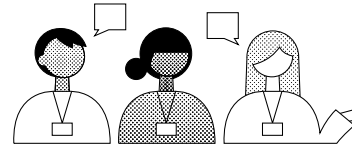
**3**

EXECUTIVE FORUMS



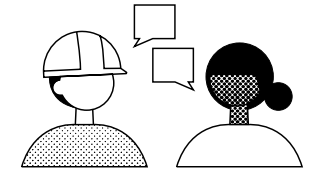
**80**

EXECUTIVE FORUM PARTICIPANTS



**6**

KNOWLEDGE SHARE FORUMS



**192**

KNOWLEDGE SHARE FORUM PARTICIPANTS

**“Having attended this event, I will be more mindful when listening to others and not judging them, just listening and validating how they feel.”**

● PARTICIPANT FEEDBACK FROM 'EMPATHY AND INCLUSIVE LEADERSHIP'

# Supporting Leaders

NAWO PDP 

## Inclusion Habits for Operations Leaders

29 MAY - 1 SEPTEMBER 2023  
FIND OUT MORE & REGISTER



EXECUTIVE FORUM - PERTH

## Psych safety is the critical ingredient for women in operations


with Kirra Shaw, *Principal Consultant - dss+, and PwC*



NAWO EVENT DIGITAL

## Inclusive habits - making them part of your everyday

with Maureen Frank, *Chief Disruption Officer, Emberin*



KNOWLEDGE SHARE FORUM

## Family friendly workplaces - what does it take to be one?

DATE: 20.07.2022  
TIME: 1 PM - 3 PM AEST  
PLATFORM: ZOOM



KNOWLEDGE SHARE FORUM

## What your hiring process says about your culture

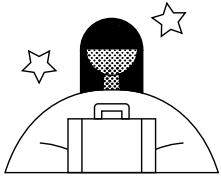
with Kate Tzavaras, *Talent Acquisition and Business Partner, Kellogg*

DATE: WEDNESDAY 15 OCTOBER  
TIME: 1 PM - 3 PM AEST  
PLATFORM: ZOOM



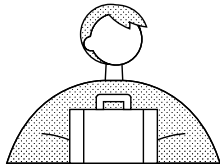
# Connecting Businesses

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



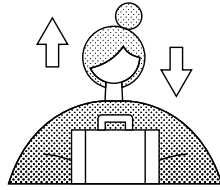
**36**

PREMIUM CORPORATE MEMBERS



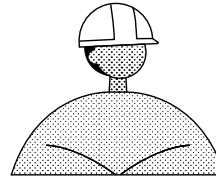
**39**

CORPORATE MEMBERS



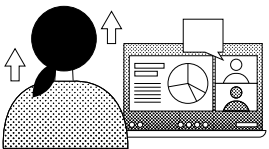
**5**

FLEX MEMBERS



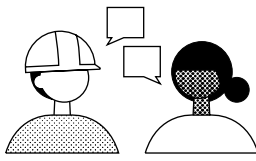
**176**

INDIVIDUAL ANNUAL MEMBERS



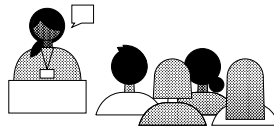
**16**

NATIONAL WEBINARS



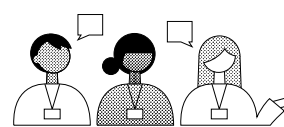
**41**

IN-PERSON EVENTS



**92**

TOTAL NUMBER OF EVENTS



**4,897**

EVENT REGISTRATIONS

**“We all walked away inspired, reflective, determined to do even better, and somewhat shifted if not changed as leaders knowing we can continue to make a difference in improving gender balance in operations.”**

TANIA MONTESIN, MANAGER ANZ AT DSS+ AND NAWO BOARD MEMBER



# Connecting Businesses



# Income Statement

FOR YEAR ENDED 30 JUNE 2023

		2023	2022
Income	Corporate Memberships	\$543,532	\$503,311
	Program & Event Income	\$261,944	\$231,690
	Other Income	\$12,471	\$4,374
	Sponsorship	\$31,586	\$0
	Government Grant	\$111,200	\$50,000
<b>Total Income</b>		<b>\$960,733</b>	<b>\$789,375</b>
Expenditure	Salaries & Consulting	\$405,566	\$407,667
	Program Costs	\$193,120	\$99,426
	Technology	\$136,636	\$42,344
	Governance	\$48,781	\$43,583
	Events	\$56,270	\$31,630
	Marketing	\$18,880	\$10,464
	Travel	\$16,700	\$5,351
	General Costs	\$47,089	\$4,234
	<b>Total Expenditure</b>		<b>\$923,042</b>
<b>NET SURPLUS/(LOSS)</b>		<b>\$37,691</b>	<b>\$144,676</b>

# Statement of Financial Position

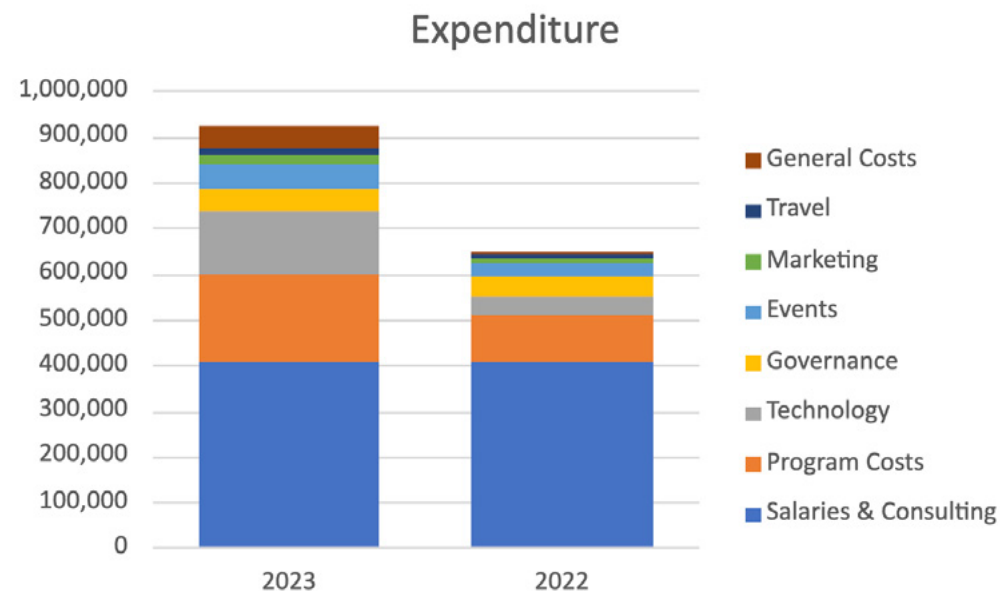
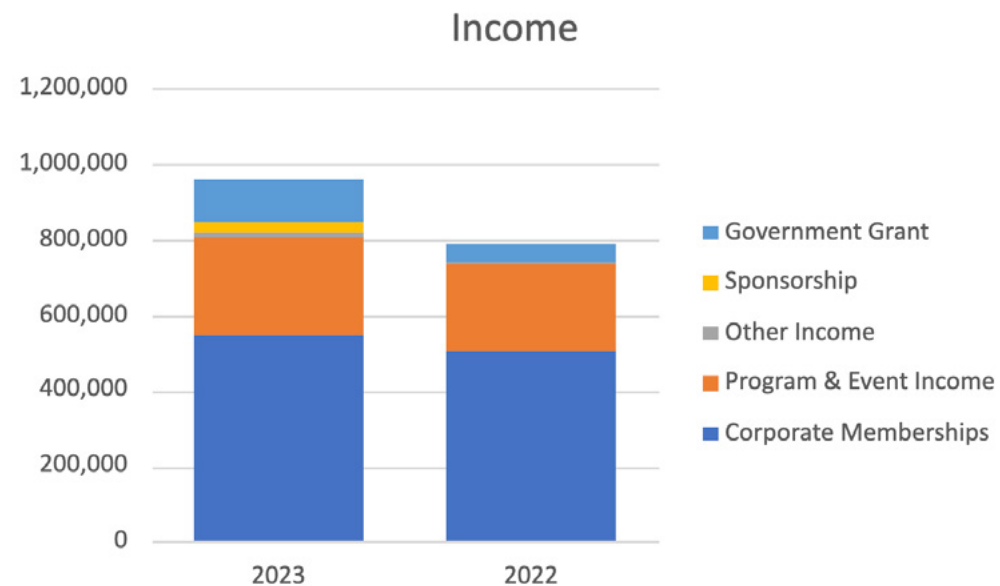
AS AT 30 JUNE 2023

		2023	2022
Current Assets	Cash at Bank	\$560,300	\$428,639
	Trade Debtors	\$312,684	\$160,515
<b>Total Assets</b>		<b>\$872,984</b>	<b>\$589,154</b>
Current Liabilities	Trade creditors & accruals	\$43,754	\$19,264
	GST payable	\$25,059	\$22,246
	Employee entitlements	\$41,223	\$35,697
	Income in advance	\$237,435	\$24,125
<b>Total Liabilities</b>		<b>\$347,471</b>	<b>\$101,332</b>
<b>NET ASSETS</b>		<b>\$525,513</b>	<b>\$487,822</b>
Equity	Accumulated surplus brought forward	\$487,822	\$343,146
	Net operating surplus/(loss) for the year	\$37,691	\$144,676
<b>ACCUMULATED SURPLUS CARRIED FORWARD</b>		<b>\$525,513</b>	<b>\$487,822</b>

# Statement of Cash Flows

FOR YEAR ENDED 30 JUNE 2023

	2023	2022
Cashflows from Operations		
Receipts from members and sponsors	\$806,068	\$719,508
Interest received	\$2,496	\$30
Payments to suppliers and employees	(\$676,903)	(\$597,679)
<b>Total</b>	<b>\$131,661</b>	<b>\$121,859</b>
<b>Cashflows from Investing Activities</b>	<b>\$0</b>	<b>\$0</b>
<b>Cashflows from Financing Activities</b>	<b>\$0</b>	<b>\$0</b>
Net increase/(decrease) in cash held	\$131,661	\$121,859
Cash at beginning of year	\$428,639	\$306,780
<b>CASH AT END OF YEAR</b>	<b>\$560,300</b>	<b>\$428,639</b>



# Funding & Partnerships

It has been an exciting year for program growth and delivery; not least as we have been able to introduce new and enhance existing programs thanks to the generous support of our funders and sponsors.



Our key funded projects have been:

## **THE LAUNCH OF OUR MENTOR ALUMNI PROGRAM IN PARTNERSHIP WITH AMAZON AUSTRALIA**

Amazon sponsored the establishment of this network, supporting our objective to continue the unique relationships made through mentoring and ensuring our mentors and mentees feel valued and connected to the NAWO network now and into the future. The program offers online and in person alumni networking events, bespoke professional development content via our LinkedIn Alumni Lounge and our inaugural Mentor of the Year Award.

## **OUR PARTNERSHIP WITH THE VICTORIAN OFFICE FOR WOMEN CONTINUES**

Building on the success of the funding to launch our Inclusion Habits for Operations Leaders provided by the Office Women, we received two further grants for new and enhanced programming. The first being our NAWO x Case Studies Series. To support the Victorian Government's strategy to attract more women to work in manufacturing and energy, we are creating case studies highlighting inclusion initiatives from our members in these sectors.

The second, and further encouraging female participation in manufacturing and energy, is funding from the Office for Women for our national mentoring program. Highlights include introducing a up to 30 sponsored mentoring places for women working in these sectors, plus a new mentor option – a circle for GEMS – Gender Equality Men -mentoring men to step up as gender equality advocates in operations.

We continue to work and collaborate with the Australian Gender Equality Council and our partnership with Indigenous Women in Mining & Resources Australia was strengthened via their support of launching our RAP. In November, we jointly hosted a breakfast in Sydney to celebrate the creation of our RAP and commit to the actions we have identified alongside over 20 of our First Nations sisters in mining and resources from around Australia. We are also grateful to our Inclusion Habits for Operations Leaders development partner Emberin.

We also recognise the long-standing relationships with our endorsed providers. Subject matter experts providing professional development and guidance on the subjects that matter to our members and support our Key Learning Priorities. We have delivered outstanding programs in Dare to Lead with Rebecca Hopkins, The Art of Influencing & Negotiating with Julie Holman and Inclusion Influencers with Karen Morley. We've also enjoyed collaborating on Knowledge Share Forums, mentor events and Check In & Chats with Anneli Blundell, Prue Gilbert, Melissa McGowan and Rebecca Hopkins.

# Endorsed Providers

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 grateful to our Industry Partners, Endorsed Providers, Professional Development Providers, Charity Partners and those member companies who have hosted our events and site tours.



# Honorary Members

## **SOPHIE RAY**

*Non-Executive Director*

## **PHILLIP AUSTIN**

*President, CHEP Asia Pacific, Brambles*

## **SIMON BROMELL**

*Group General Manager – Beverage, Orora Limited*

## **ANNETTE CAREY**

*Non-Executive Director*

## **LORETTA CROKER**

*General Manager, Australia and New Zealand Commercial Operations, CSL Behring (Australia)*

## **ANNA DARTNELL**

*Group Executive Bulk, Aurizon*

## **KATHRYN FAGG AO**

*Chair & Non-Executive Director*

## **JAMES FAZZINO**

*Chair & Non Executive Director*

## **CATHERINE FITZSIMONS**

*Director & Head of Operations, Ward Air*

## **NEIL FLEMING**

*Self-Employed*

## **KYLIE FRASER**

*Area Managing Director Oceania, A.P. Moller – Maersk*

## **TIM HART**

*Chair, National Stock Exchange of Australia*

## **KATHY HIRSCHFELD AM**

*Chair & Non-Executive Director*

## **KATHY KARABATSAS**

*Chief Financial Officer, David Jones*

## **LISA KEOGH**

*Executive General Manager People, AusNet*

## **MAY LEE**

*General Manager Quality, Fonterra*

## **LIS MANNES**

*Non-Executive Director*

## **ROS MCCARTHY**

*Self-Employed*

## **MEGAN MCCRACKEN**

*Owner, Pleiades Consulting; Chair, Freight & Logistics Council, WA, Non-Executive Director, Pacific Energy*

## **REBECCA MCGRATH FAICD**

*Chair & Non-Executive Director*

## **REBECCA ROBERTS**

*GM People, Australian Steel Products, BlueScope*

## **MICHAEL SCHNEIDER**

*Managing Director, Bunnings Group Ltd*

## **CAROLYN SCHROTEN**

*National Optimisation Manager, Primary Connect*

## **ANGELA TATLIS**

*Director Supply Chain & Customer Experience ANZ, Thermo Fisher Scientific*

## **CHANTELLE THOM**

*General Manager People & Culture, Rio Tinto*

## **TIM WALL**

*Senior Advisor ANZ, dss+*



# NAWO

## Balancing Gender in Operations

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WOMEN IN OPERATIONS LTD.**

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**ABN 57 164 216 711**

**ACN 634 113 063**

**EMAIL: [INFO@NAWO.ORG.AU](mailto:INFO@NAWO.ORG.AU)**

 **@WOMENINOPERATIONS**

 **@NAWO\_AU**

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