

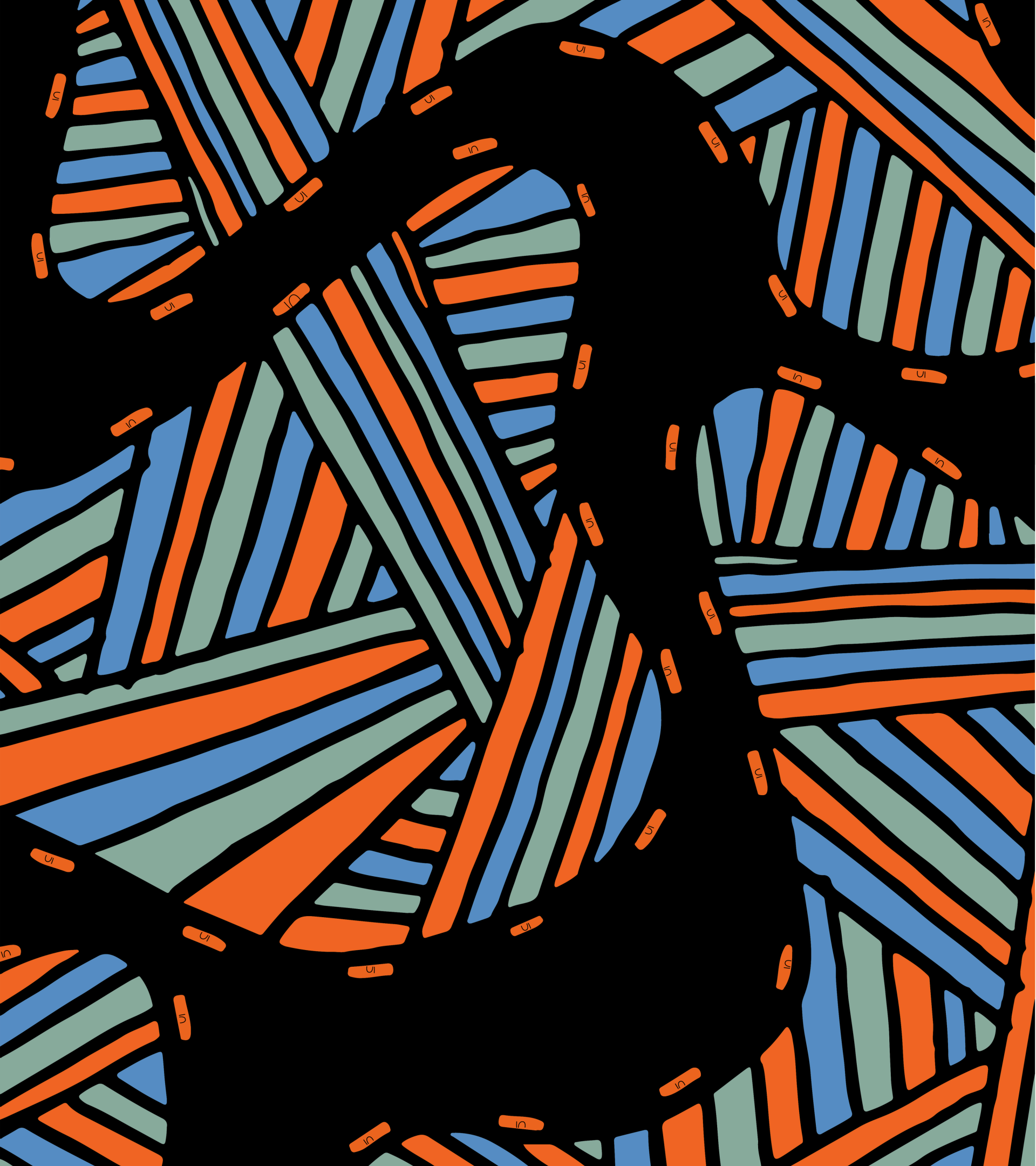
# Finance and Governance Report

2024 - 2025



IMAGE PROVIDED BY ARTC





## ACKNOWLEDGEMENT OF COUNTRY

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.

# “Kiiraka”

BY ARTIST NARELLE OSBORNE

Australia as a whole from its land to its people is diverse and has many layers.



ANNUAL REPORT

About us	4
Our Core Values	5
Louise Weine, CEO Report	6
Theory of Change	7
Board Chair Report	12
Strategic Pillars	13
Our Members	15
Our Board	16
Intersectionality Advisory Committee	17
Our State Committee Chairs	19
Financials	21
Funding & Partnerships	24







IMAGE PROVIDED BY AUSNET

## 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 achieved at every level in operations. Within historically male-oriented 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

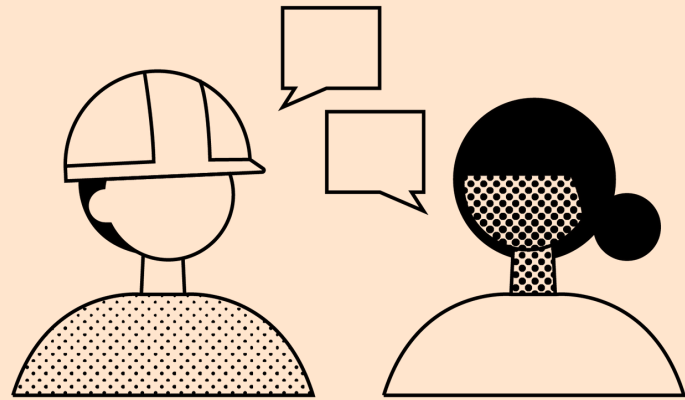
NAWO supports people to lead more inclusively, provides a safe space to ask questions and have conversations that help achieve greater gender balance. We support all women in achieving their career goals: providing meaningful connections, inspiring role models and offering development opportunities to 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.



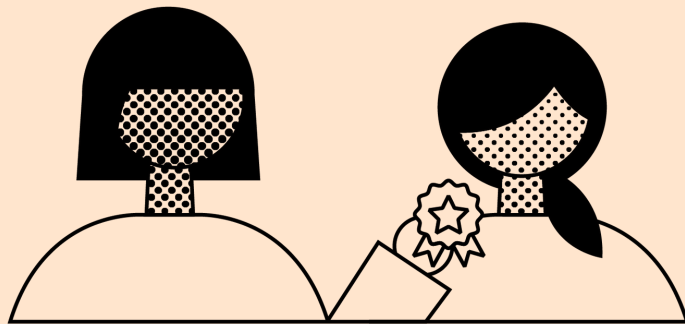
# Our Core Values

---



## Speaking the truth

We base our opinions on reliable data, and contemporary information. We are courageous, not shying away from hard truths and we work to understand and share our own stories and experience.



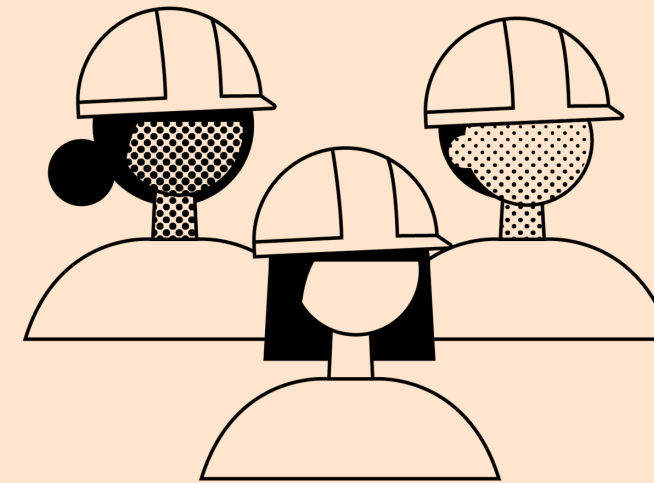
## Celebrating success

Member success is success for NAWO. We track and measure outcomes and we celebrate and acknowledge the progress and success of our members.



## Finding solutions

We identify problems, see possibilities AND support and inspire members to identify workable solutions for themselves. When there is a problem we seek first to understand and then to solve.

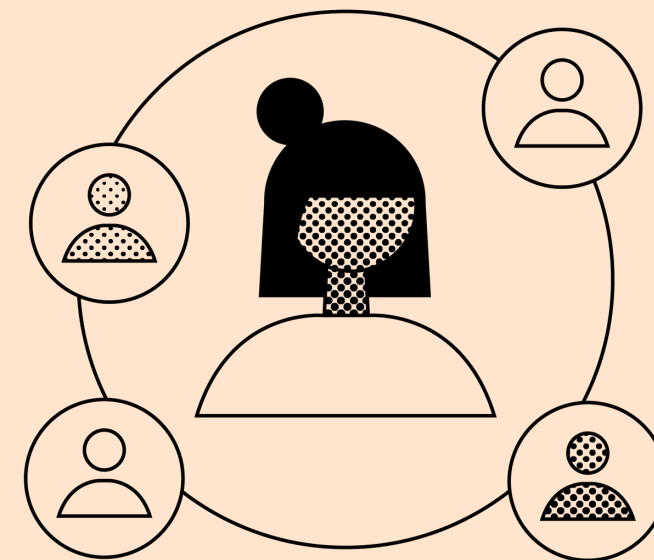


## Inclusivity and respect

We understand that people experience different intersections in their lives and this can be complex.

We create an environment where people, no matter their diversity, feel safe to share their own perspective.

We are observant of difference and check in to ensure respect. We care and demonstrate empathy for one another.



## Meaningful connection

Together is better. Our network connects people, through membership, in meaningful ways, to solve for better gender balance in the workplace.

As a collective, NAWO supports women of all diversities who are currently working in historically male oriented environments.



## CEO REPORT

I am delighted to present NAWO's Financial and Governance Annual Report for the 2024/2025 financial year.

This year, we are taking a new approach to reporting. This report addresses our financial and governance requirements aligned to the financial year ending June 2025. In February 2026, we will release our NAWO Impact Report covering our 2025 calendar year of activities and outcomes, drawing upon a full 12-month activity dataset aligned to our Outcomes Framework indicators.

The global conversation around diversity, equity and inclusion has intensified this year, sparking renewed debate in Australian workplaces. While some dissenting voices have emerged, I have observed a powerful counter current: leaders across Australia are demonstrating stronger commitment than ever before. I am very proud that we have 100 member companies who have reaffirmed their dedication to safe, equitable and inclusive workplaces, sending a clear signal about the values that define progressive Australian organisations.

This year, we concentrated on three strategic pillars for growth:

- Strengthening our member value proposition and membership reach
- Ensuring organisational sustainability through optimised paid and volunteer resources
- Exploring collaborative partnerships and strategic alliances

Our Theory of Change guides our work, ensuring focused attention on curating and producing events, programs and resources that move people to action, supporting sustained, progressive change that helps our members progress towards gender balanced workplaces.



*Louise Weine*

**NAWO CHIEF EXECUTIVE OFFICER**

## OUR VISION

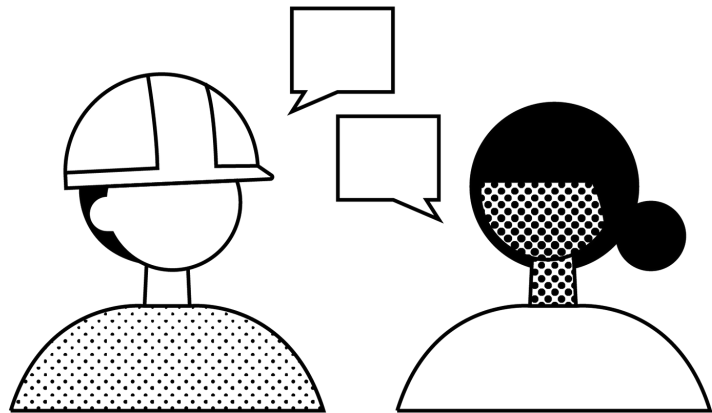
Gender balance (40:40:20)  
is valued and  
achieved at every level  
in operations.



# Theory of Change

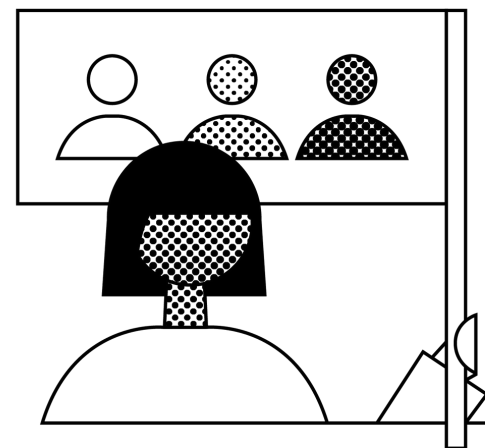
## When we...

Actively work to overcome **barriers** to gender balance and equity with our individual and corporate members, who are committed to improving diversity and inclusion in historically male-oriented industries, functions and disciplines.



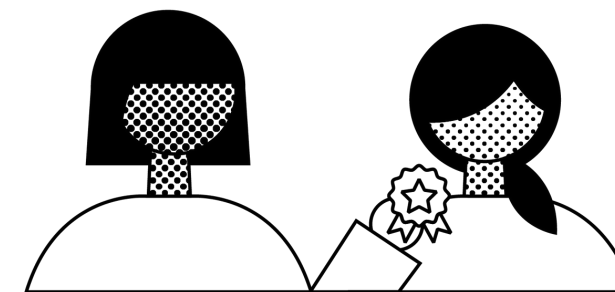
## By...

Raising awareness of the social and economic benefits of diversity, inclusivity, and intersectionality; **delivering professional development and mentoring; creating networking and learning opportunities; and providing tools** and resources that empower courageous organisations, leaders, and allies to drive change.



## We will...

Build a **supportive and collaborative community** that has the capacity and capabilities needed to ensure the **inclusivity of intersectional communities and the increased participation of women in all aspects and at all levels of operations**; ensuring the voices and experiences of women are heard and valued, and they are empowered **to achieve their full potential**.



## So that...

Gender balance is valued and achieved at every level in operations and everyone plays a role in creating diverse and inclusive workplaces.





# CEO REPORT (Continued)

## Operational Highlights

We achieved significant growth in corporate membership, engagement, and reach, with record-breaking registrations across our events and programs. I'm sharing some highlights below and look forward to providing a comprehensive overview of our activities and impact in the NAWO Impact Report in early 2026.

### Key Milestones:

- Reached our 100th corporate member with Australian Life Blood joining in May 2025.
- In 2024 we ran 99 events with 4,618 registrations, and as at 30 June 2025 we have already hosted 83 events with 4511 registration.
- Profiled 50 women in the first year of the 100 Women in Operations Campaign.
- Expanded our regional presence with our member-supported Tasmania launch and our energised, local volunteer engagement in Far North Queensland (Gladstone, Cairns, Moranbah), and New South Wales (Newcastle).

Our Mentoring Program supported 223 mentees with 127 mentors in our 2024 cohort, including our groundbreaking Gender Equity Men (GEM) program, conducted in partnership with OurWatch, where another 19 leaders explored the drivers of gender inequality and developed allyship action plans.

Our everyday inclusion initiative, Inclusion Habits for Operations Leaders, created measurable impact in member workplaces, in 2025 we enrolled another 32 leaders in this program.

Our Operation Respect webinar series, developed in collaboration with members and sector experts, amplified critical conversations around positive duty, psychosocial safety and whole-of-organisation approaches to the prevention of workplace gendered violence.

## Financial Management

NAWO demonstrated strong financial management for the year, finishing with a net deficit of \$68k, \$12k better than the forecast deficit of \$80k. While the total income of \$981k fell just short of our \$1m target (due to narrowly missing our corporate membership goal), we kept costs just under budget at \$1.049m. A standout achievement was our cash position, which ended June 2024 at \$524k, \$244k above forecast.

Overall, the year reflected effective operational discipline and solid cash management, positioning the organisation on a sound financial footing despite modest revenue gaps.



## CEO REPORT (Continued)

### Our People

Our executive team has evolved and is well positioned to support our members and volunteers as we grow. In November 2024, we welcomed Communications Lead Katie Roberts and Delivery and Communication Administrator Analisa Malone, building on the strong foundation laid by communications contractor Rebecca English. Casual staff Ciara Kirby and Evie English provided excellent social media and research support throughout the year.

Our investment in dedicated DEI consultant Renee Burkinshaw has delivered immense value, with strong member engagement in her services. Sharon Grosvenor and I celebrated ten years with NAWO, while Madeline Cooper and Fiona Evans moved into broader management roles. Alisha Taylor-Jones transitioned the Mentoring Program to Elizabeth Morrow-Foley.

Our volunteer community of over 230 passionate professionals across our board, committees, and mentoring programs remains a tremendous asset. We've launched an initiative to ensure we provide genuine value in return for their dedication—a project extending into 2026 with a clear goal: to cultivate a volunteer model that is mutually rewarding, sustainable, and positioned for continued growth.





## CEO REPORT (Continued)

### Looking ahead to FY2026

Our offering is clear and well-considered, and our communication strategy is strong.

We will continue to deliver impact for members through:

- Optimising opportunities for members networking aligned with conversations and topics to drive more equitable workplace outcomes.
- Delivery of our highly regarded Mentoring Program, including our new Gender Equity Men (GEM) Program.
- Offering initiatives designed to activate everyday inclusive leadership and allyship capability.
- The ongoing development of useful case studies, tools and resources celebrating the progress and actions of our members.
- Continued consultative support for members' gender balance goal setting and action planning aligned with our refined frameworks and maturity assessment tools.

NAWO's success is driven by the passion and dedication of our executive team, board, committee members, mentors, members, and supporters. Special thanks to Board Directors Deb Spring (Chair), Marcus Hooke (Deputy Chair), and Kerry Pronk (Secretary), and to our volunteer committee chairs and their teams. Thank you for being part of the solution.







TASMANIA COMMITTEE LAUNCH HOBART



GEELONG VIVA ENERGY SITE TOUR



# BOARD CHAIR REPORT

I am delighted with the progress our team has made across our three strategic focus areas during the 2024/25 financial year, and I look forward to seeing the impact of our work reflected in our inaugural Impact Report, to be released in February 2026. This year has seen significant investment in refining our outcomes framework and establishing systems to collect, analyse and report data aligned to our objectives.

We are operating in an extraordinary global context for gender equality, as well as leaner economic times. Corporate budgets are tightening, and government support is increasingly measured and constrained. Against this backdrop, we undertook critical work examining our membership value proposition and fee structure. As part of the advisory process, I can report that decisions made with diligence and care are now being implemented. It is pleasing to see the organisational changes taking effect and delivering as planned.

The restructure of our executive team has resulted in NAWO being resourced more effectively, with focused effort on ensuring we do the best we can to support, recognise and enable our volunteer community. NAWO will continue to thrive.

Strategic partnerships are key to NAWO's future. I am pleased that we have completed foundational work to move forward more confidently with future collaborations.

The Intersectionality Advisory Committee (IAC) is a critical part of our governance structure and has provided the board with key insights from diverse perspectives. This year, we also broadened the IAC’s responsibilities with monitoring our progress regarding our Reflect Reconciliation Action Plan.

This advisory input is essential to NAWO's strategy, ensuring that the experiences of women and gender-diverse people across all dimensions of diversity are considered in the design, development and delivery of all NAWO programs. I wish to thank all the members for their patience and tenacity as we have experimented and realigned throughout the year. A big thanks to Brenda Denbesten for chairing the IAC again in 2024/25.



BOARD AND EXECUTIVE PLANNING DAY

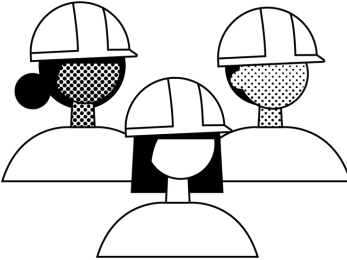
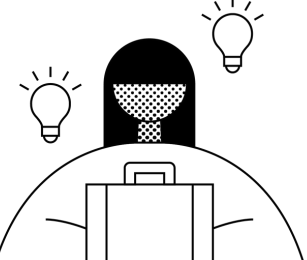
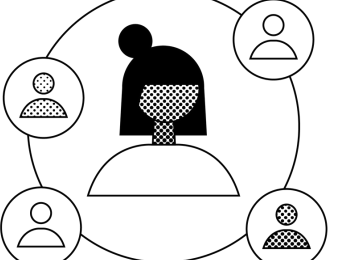




IMAGE PROVIDED BY PROGRAMMED

# Strategic Pillars

NAWO Strategic Areas of Focus (2024–2028)

Pillar 1	Pillar 2	Pillar 3
		
<p><b>Member Value Proposition and Investment</b></p> <p>"We provide gender equality outcomes that deliver social equity and business value to our members"</p>	<p><b>A Sustainable Organisation</b></p> <p>"Sustaining NAWO through effective organisational design and resource management"</p>	<p><b>Strategic Alliances and Partnerships</b></p> <p>"Building strategic alliances and partnerships to leverage resources and expertise for joint impact."</p>



## BOARD CHAIR REPORT (Continued)

NAWO's strength lies in our people, our passionate committee chairs and their teams, our volunteer mentors, dedicated executive team, and committed members. The goodwill, expertise and time that our community invests in advancing gender equity in Australian workplaces is extraordinary.

I extend my sincere thanks to my fellow board members for their strategic guidance and unwavering commitment to NAWO's purpose.

To our CEO and executive team, thank you for your professionalism, innovation and tireless work in delivering value to our members.

As we move forward, NAWO remains resolute in our commitment to working with our membership to create more equitable, inclusive and thriving workplaces that value and achieve gender balance at every level. The challenges ahead require sustained effort, but with the calibre of people supporting this organisation, I am confident in our continued impact and growth.

Thank you for your ongoing support of NAWO's vital work.



*Deb Spring*

**NAWO NATIONAL CHAIR**



**KIRSTIN REBLIN AND SHOLIN SHARMA - A DAY IN THE LIFE EXPO, SYDNEY**



# NAWO Corporate Members





## OUR BOARD

### National Board Members



**DEB SPRING**

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



**MARCUS HOOKE**

*Board Member & Deputy Chair  
Executive GM Production, Logistics &  
Property, News Corp Australia*



**KERRY PRONK**

*Board Secretary and Non Executive  
Director*



**RYAN BAKER**

*Chief Operating Officer,  
Bunnings*



**MICK CRONIN**

*Chief Executive Officer,  
The Banktech Group*



**MELISSA DONALD**

*Director of People, Governance and  
Operations, Respect Victoria  
(stepped down November 2024)*



**TANIA MONTESIN**

*Senior Management Consultant,  
dss+*



**KARTINI OEI**

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



**ANDREA SUTTON**

*Non Executive Director  
AJ Sutton Consulting*



INTERSECTIONALITY ADVISORY COMMITTEE



BRENDA DENBESTEN AND FIONA EVANS - PKN WOMEN IN PACKAGING AWARDS



**BRENDA DENBESTEN**  
*IAC Chair - STEM Empowerment Coach and  
Founder of Brenda Denbesten Coaching*



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



**JACINTA CRITCHLEY (NEE REYNOLDS)**  
*Diversity and Inclusion Officer, Lyn Beazley Academy*



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



**SHONTELL LEAH KETCHEL**  
*Screenwriter and producer - Founder of Pandamonium Films*



**DIVYA PASUPULETI**  
*Executive Manager - Business Strategy, Transformation  
and Enablement NBN Co.*



**KELLY SQUIBB**  
*Digital Experience Project Manager, Bunnings*



**ANITA TAN**  
*Psychologist, Communications & Board Advisor*



**MATTHEW BRIERLEY**  
*Operations Readiness Specialist, Santos*



EXECUTIVE TEAM

Executive Team Members



**LOUISE WEINE**  
*CEO*



**FIONA EVANS**  
*Member Engagement Director*



**SHARON GROSVENOR**  
*Member Services Manager*



**KATIE ROBERTS**  
*Communications Lead*



**ALISHA TAYLOR-JONES**  
*Mentoring Program Manager*  
*(Stepped Down May 2025)*



**ELIZABETH MORROW-FOLEY**  
*Mentoring Program Manager*  
*(Commenced May 2025)*



**RENEE BURKINSHAW**  
*Member Relations Consultant*



**MADELINE COOPER**  
*Event and Program Delivery Manager*



**ANALISA MALONE**  
*Delivery Administrator*



STATE COMMITTEE CHAIRS

Our State Committee Chairs



**ABBY PHILLIPS**  
*New South Wales State Committee Co-Chair  
Operations and Business Transformation Leader  
Authentic Edge Consulting*



**KYLIE JONES**  
*New South Wales State Committee Co-Chair  
Senior Site General Manager – Arytza*



**JOSEPHINE RAHMAN**  
*Queensland State Committee Co-Chair  
Quality Assurance Coordinator – Copperstring 2032 - Powerlink  
Queensland*



**JEAN STUART**  
*Queensland State Committee Co-Chair  
Program Manager – Discrete Network Optimisation, Global, Orica*



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



**MELISSA BENSON**  
*Tasmania State Committee Chair  
Coordinator, Tassal Group*



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



**ANNABEL ROBERTSON-HOPA**  
*Western Australian State Committee Co-Chair  
National HR Manager, Infrabuild*



**MATTHEW BRIERLEY**  
*Western Australian State Committee Co-Chair  
Operations Readiness Specialist, Santos*





STATE COMMITTEE CHAIRS CONTINUED



**LYNN JOHNSON**  
*Newcastle Regional Committee Chair*  
*DEI Lead APAC & IMETA, CHEP Australia*



**CHLOE QUINN**  
*Newcastle Regional Committee Co-Chair*  
*Indirect Business Manager - AUSPAC, Orica*



**JESSICA TAYLOR**  
*Queensland Regional Committee Chair*  
*State Sales Manager - Distribution, BlueScope Steel*



**CHELSEA HILTON**  
*Western Australian Regional Sub Committee Co-Lead*  
*Specialist Contractor Management, Rio Tinto*



FINANCIALS

Income Statement

FOR END OF YEAR JUNE 30 2025

		2025	2024
INCOME	Corporate Membership	\$715,310	\$622,706
	Program & Event Income	\$229,206	\$211,379
	Other Income	\$15,566	\$24,115
	Sponsorship	\$10,000	\$10,000
	Government Grant	\$11,000	\$0
	TOTAL INCOME	\$981,082	\$868,200
EXPENDITURE	Salaries & Consulting	\$657,937	\$504,426
	Program Costs	\$105,215	\$67,798
	Technology	\$58,613	\$122,860
	Governance	\$55,109	\$43,794
	Events	\$101,170	\$93,969
	Marketing	\$18,917	\$12,460
	Travel	\$20,755	\$21,481
	General Costs	\$31,936	\$14,471
TOTAL EXPENDITURE		\$1,049,652	\$881,259
NET SURPLUS/ (LOSS)		(\$68,570)	*(\$13,104)

\*GST Payable Adjustment

Statement of

Financial Position

AS AT JUNE 30 2025

		2025	2024
CURRENT ASSETS	Cash at Bank	\$524,071	\$504,379
	Trade Debtors	\$285,869	\$391,187
TOTAL ASSETS		\$809,940	\$895,566
CURRENT LIABILITIES	Trade Creditors & Accruals	\$50,410	\$35,306
	GST payable	\$24,970	\$37,334
	Employee entitlements	\$48,827	\$43,822
	Income in advance	\$232,894	\$257,695
TOTAL LIABILITIES		\$357,101	\$374,157
NET ASSETS		\$452,839	\$521,409
EQUITY	Accumulate surplus brought forward	\$521,409	\$534,513
	Net operating surplus/(loss) for the year	(\$68,570)	(\$13,104)
ACCUMULATED SURPLUS CARRIED FORWARD		\$452,839	\$521,409



FINANCIALS

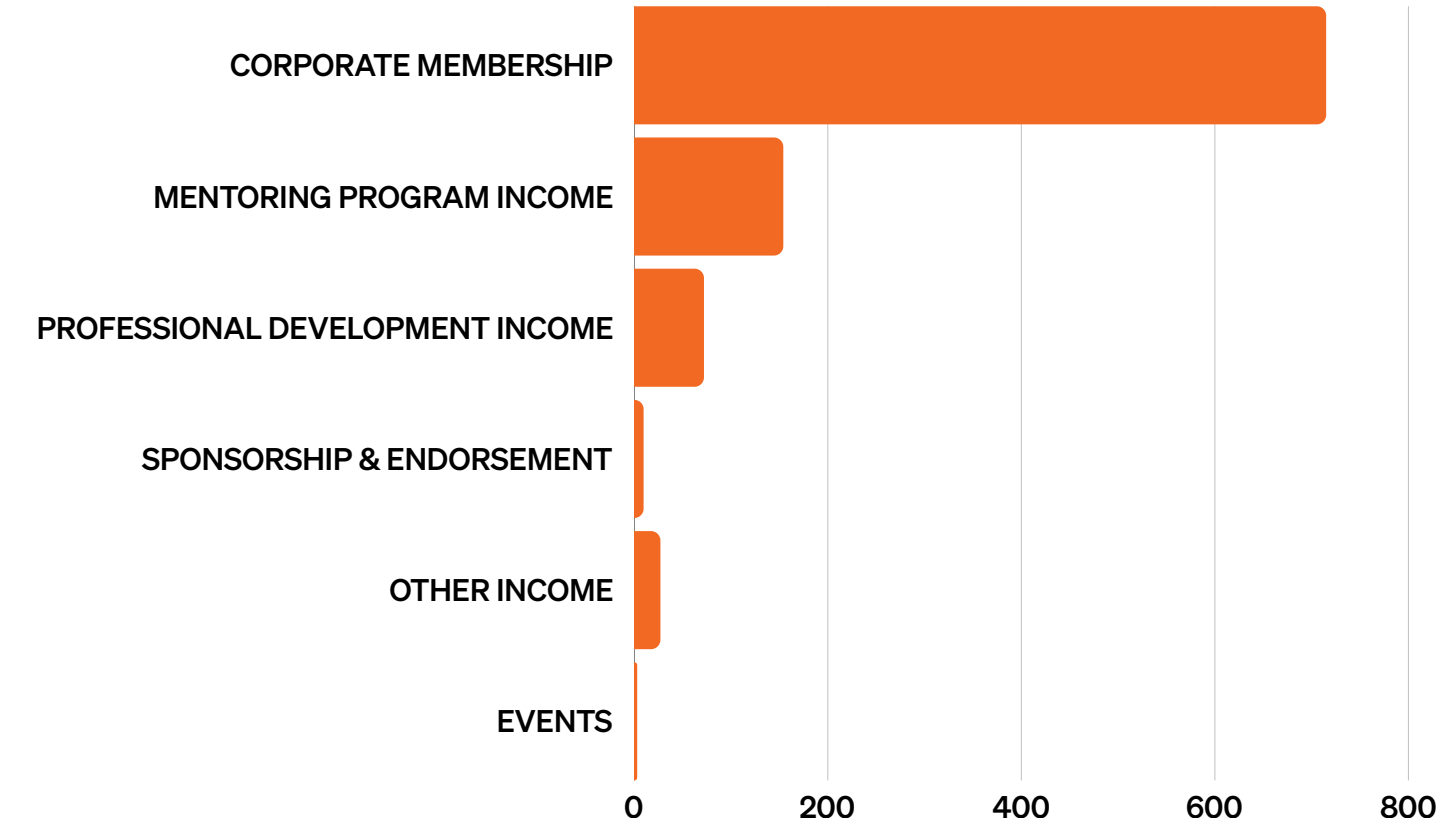
Statement of Cash Flows

FOR YEAR ENDED 30 JUNE 2025

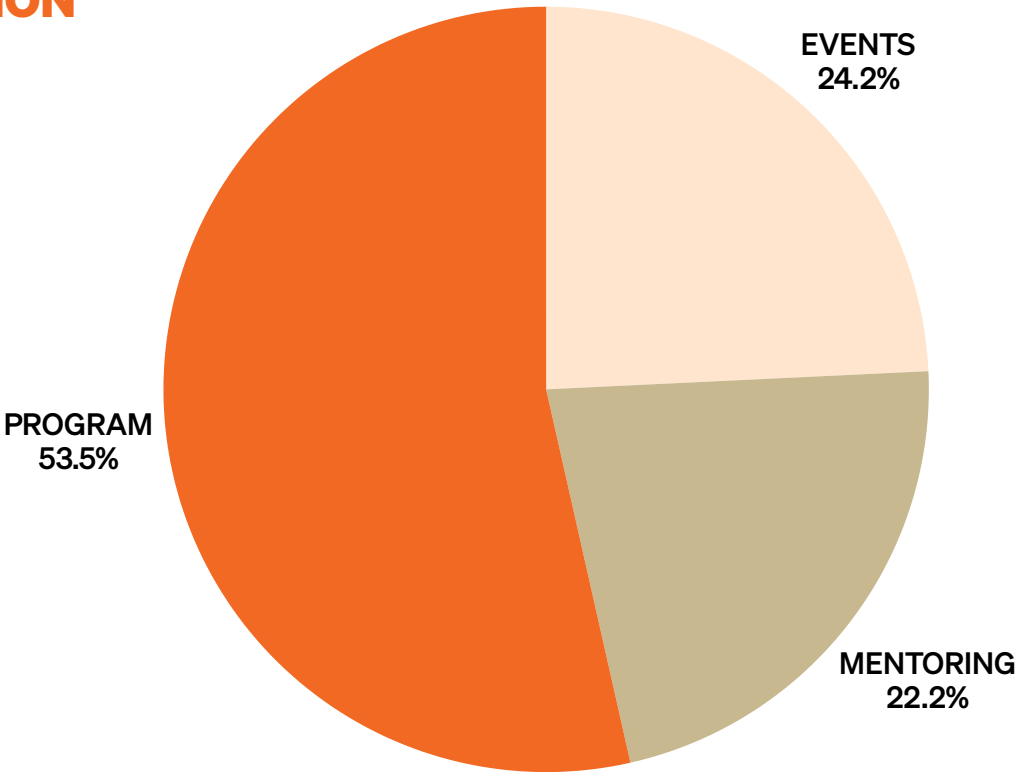
		2025	2024
Cashflows from Operations	Receipts from members and sponsors	\$1,082,048	\$786,354
	Interest received	\$4,352	\$3,343
	Payments to suppliers and employees	(\$1,142,321)	(\$845,618)
TOTAL	Reconciled Cash Flow*	\$19,692	(\$55,921)
Cashflows from Investing Activities		\$0	\$0
Cashflows from Financing Activities		\$0	\$0
Net increase/(decrease) in cash held		\$19,692	(\$55,921)
Cash at beginning of year		\$504,379	\$560,300
CASH AT END OF YEAR		\$524,071	\$504,379

\*Note 2 in Annual Audited Report

NAWO INCOME



INCOME UTILISATION





## Funding & Partnerships

**NAWO has long recognised that achieving our vision requires collaborative effort with like-minded DEI and aligned purpose-driven organisations.**

This year, we focused on building strategic alliances to leverage shared resources and expertise for greater collective impact. We tested the appetite for partnerships with identified organisations and found opportunities for collaboration that magnify impact and eliminate duplicated effort.

We extend our thanks to:

- Amazon Australia, for sponsoring our end of year Mentoring Celebration
- PwC, for generously hosting our 2025 Executive Forums in Brisbane and Perth
- Parents at Work, and their support of our members through the Family Friendly Workplace Benchmarking and Certification program
- OurWatch, for partnering with us on GEM and Operation Respect
- Tradeswomen Australia, and SAGE Group, for collaborating on a significant federal grant application.
- Social Ventures Australia, for their evaluation support with our Inclusion Habits program.

- The Champions of Change Coalition, for collaborating with us on our Executive Forums.

In addition, NAWO are active members of the Australian Gender Equality Council (AGEC ) and continue to support the essential work of the team at Indigenous Women in Mining & Resources (IWIMRA).

Working together and leveraging each other's strengths maximises gender equity outcomes for all.



MENTORING CELEBRATION 2024 - AMAZON





NAWO ANNUAL FINANCIAL REPORT 2024 - 2025



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

**COPYRIGHT 2024© ALL RIGHTS RESERVED**

**ABN 57 164 216 711  
ACN 634 113 063**

**EMAIL: [INFO@NAWO.ORG.AU](mailto:info@nawo.org.au)**

 **@WOMENINOPERATIONS**

 **@NAWO\_AU**

 **NAWO PODCASTS**

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

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

 **[VISIT NAWO.ORG.AU](https://nawo.org.au)**

**IMAGE PROVIDED BY PROGRAMMED**