

NAWO



Impact Report: Progress with Purpose

NAWO's Impact in 2025

CONTENTS

Introduction and Welcome from our Chair and CEO	3
Executive Summary	4
NAWO Snapshot	6
Who We Are	6
Our Members	7
Our Approach	8
Driving Impact For Individuals	9
Spotlight: NAWO's Cross-Industry Mentoring Program	11
Spotlight: Building Networks Of Support Across The Country	13
Spotlight: Supporting Women To Thrive With Career Club	14
Spotlight: 100 Women In Operations	15
Driving Impact For Leaders	17
Spotlight: Inclusion Habits For Operations Leaders	19
Spotlight: Gender Equity Men Program	21
Driving Impact For Organisations	23
Launching NAWO's Nine Dials For Gender Balance	25
Spotlight: How NAWO Member Companies Measure Up	26
Spotlight: Gender Balance Consulting	29
Spotlight: Executive Forums	30
Spotlight: Operation Respect Event Series	31
Case Study: ITW Australia – From Policy To Measurable Progress	32
Case Study: Visy Designing Inclusion In From The Start At Yatala	33
The NAWO Network	34
Volunteer Leadership	36
NAWO's Volunteer Community	39
What's Next	42
Be Part of the Change	43

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.

Introduction and Welcome from our Chair and CEO

The external environment in 2025 tested the resolve of organisations committed to gender balance. Diversity, Equity and Inclusion has faced growing scrutiny, and in some quarters outright backlash. Economic pressures have made it tempting to treat inclusion as discretionary. And yet, across our network of more than 100 member companies, we saw something different: organisations holding the line, deepening their commitment, and proving that sustained effort produces measurable results.

That is the story this report tells.

Behind every result in these pages are people. Mentees who finished the year having stepped into roles they weren't sure they were ready for. Leaders who showed up differently in the moments that matter, with more intention and more accountability than before. Organisations that doubled the proportion of women on site by designing in inclusion from the start. And volunteers who gave their time, year after year, because they believe this work matters.

Bringing people together with sustained, intentional effort is the magic of NAWO. It always has been.

This report marks a new chapter in how we account for that effort. Grounded in our Outcomes Framework and Theory of Change, we have begun building the evidence base to understand not just what we do, but what difference it makes. This first Impact Report is the beginning of that longitudinal story, and we are committed to strengthening it year on year.

To our members, volunteers, and the broader NAWO community: the work you are doing is more important than ever.

This report is a reflection of it.



DEB SPRING
Chair



LOUISE WEINE
Chief Executive Officer

Executive Summary

Gender balance in operational industries does not happen by accident. In 2025, NAWO's network proved it can happen by design.

More people engaged with NAWO's programs in 2025 than in any previous year, and the outcomes reflected it:

- The Mentoring Program supported its largest cohort ever, with career decision-making readiness growing from 11% to 66% across participants.
- Career Club launched and immediately became NAWO's most popular online series, attracting 1,687 registrations and a Net Promoter Score of 88.5.
- The Inclusion Habits for Operations Leaders Program brought its total graduates to 113 leaders from 31 organisations, with independent evaluation by BehaviourWorks Australia confirming sustained behaviour change.
- And for the first time, NAWO offered structured gender balance consulting to member organisations, with 73 companies accessing support in its first year, and moving from intention to action.

The evidence from our first WGEA benchmarking analysis reinforces the benefits of connecting organisations to one another through NAWO membership. Across every policy measure that drives gender balance, from pay equity to flexible work to employer-funded parental leave NAWO members match or sit above the industry norm. When NAWO member companies identify a pay gap, 90% take action to close it, compared to 76% of industry peers - a 13 percentage point lead.

Men in NAWO member companies take primary carer's leave at more than double the industry rate (41% vs 20%).*

Controlling for industry composition, NAWO member companies have 4 percentage points more women in management than comparable industry peers (33.7% vs 29.8% expected). In NAWO's core operational industries - manufacturing and mining - the lead is substantially larger (around 10 percentage points).

These results are the product of a collaborative network: 103 corporate members, more than 225 volunteers, and a community of individuals and leaders committed to doing the work. This is NAWO's first Impact Report, and it reflects a new approach to measuring and communicating the difference that work makes.

The momentum is real. But the work is far from done. Women hold just 18.6% of CEO roles across the NAWO cohort, at the industry average, not above it. Progress on gender balance is not self-sustaining. It requires ongoing investment, accountability, and collective commitment. NAWO exists to make that commitment practical, evidence-based, and shared.

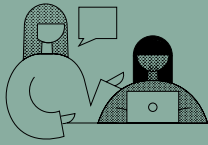


**COFFEE, CONNECTIONS AND HEADSHOTS
IN MORANBAH, REGIONAL QLD**

** Driven primarily by NAWO's large mining members; excluding Pilbara Iron Company the ratio is 1.6x.*

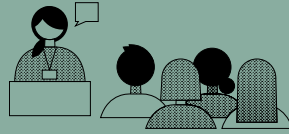
For Individuals

We connect women to the resources, networks and role models that strengthen and accelerate their careers.



Mentoring Program

313 participants from 150+ companies in 2025



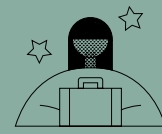
Cross-industry Events & Connections

100+ events with 6,700+ registrations, 70% of which were in-person across the country



Resources to Support Career Growth

Career Club sessions launched in 2025, with over 1,500 registrations

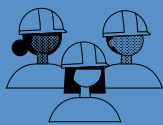


Celebrating Women in Operations

Launched in 2024, 100th woman profiled across NAWO platforms by IWD 2026

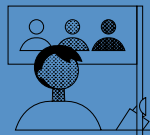
For Leaders

We equip leaders at all levels to create inclusive operational workplaces where everyone feels valued and can contribute.



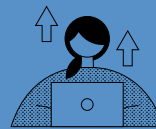
Inclusion Habits for Operations Leaders

Practical, action-focused learning, with 113 graduates to date from 31 companies



Gender Equity Men (GEM) Program

19 male leaders and 10 mentors in 2025 participated in this program for men who want to be better gender allies in the workplace



Case Studies and Resources

70+ resources published on NAWO website in 2025 alone for members



Executive Forums

Hosted two invite-only events with PwC for C-suite executives who want to share and learn on what's working when it comes to gender balance

For Organisations

We partner with organisations to embed inclusive systems and practices that drive progress toward gender balance.



Nine Dials for Gender Balance

Comprehensive Framework and Assessment Tool that demonstrates what works to drive action on gender balance



Tailored Support and DEI Consulting

73 member companies accessed specific support for their gender balance goals with our in-house experts



Practical Webinars

The Operation Respect series delivered practical insights and recommendations for a whole of organisation approach to the prevention of workplace violence. National webinars connected members to solutions on Nine Dial aligned topics



Workforce Benchmarking

For the first time, in-depth analysis shows how NAWO Member Companies outperform others in their industries across every policy measure that drives gender balance

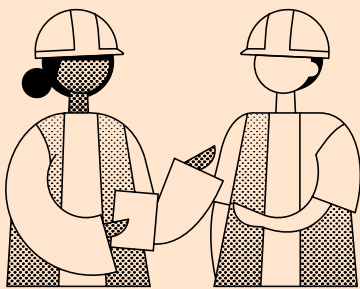
NAWO Snapshot

Who we are

NAWO is the only national, cross-industry network dedicated to achieving gender balance in operations. With corporate members across multiple industry sectors including manufacturing, resources, energy, and supply chain, NAWO is driving systemic change in historically male-oriented industries where women remain underrepresented.

Our vision is to see gender balance (40:40:20) valued and achieved at every level in operations.

Within male-oriented sectors we advocate for 40% female representation at every level, (40% women, 40% men and 20% of any gender); with a shared understanding that gender balance positively impacts business outcomes.



“... NAWO fosters a positive, empowering environment that genuinely adds value to its members. The quality of discussions, events, and learning opportunities is consistently high, and the organisation’s commitment to developing strong, capable women leaders is clear. I would confidently recommend NAWO to colleagues and friends who want to grow, connect, and contribute to a meaningful professional community.”

● QUOTE FROM THE NAWO ANNUAL SURVEY

NAWO began in 2009 with an informal gathering of executive women sharing their experiences in operations. In the years since, NAWO has grown from a handful of volunteers and a borrowed meeting room into the only national, cross-industry network dedicated to achieving gender balance in operations : over 100 corporate members, a team of dedicated staff and hundreds of volunteers, flagship programs in mentoring and inclusive leadership, and a strategic framework in the Nine Dials for Gender Balance that guides organisations from aspiration to implementation.

The fundamentals haven't changed: peer connection, practical action, and a belief that when organisations get gender balance right, everyone benefits. What is changing is the scale, the evidence base, and NAWO's capacity to drive measurable impact.

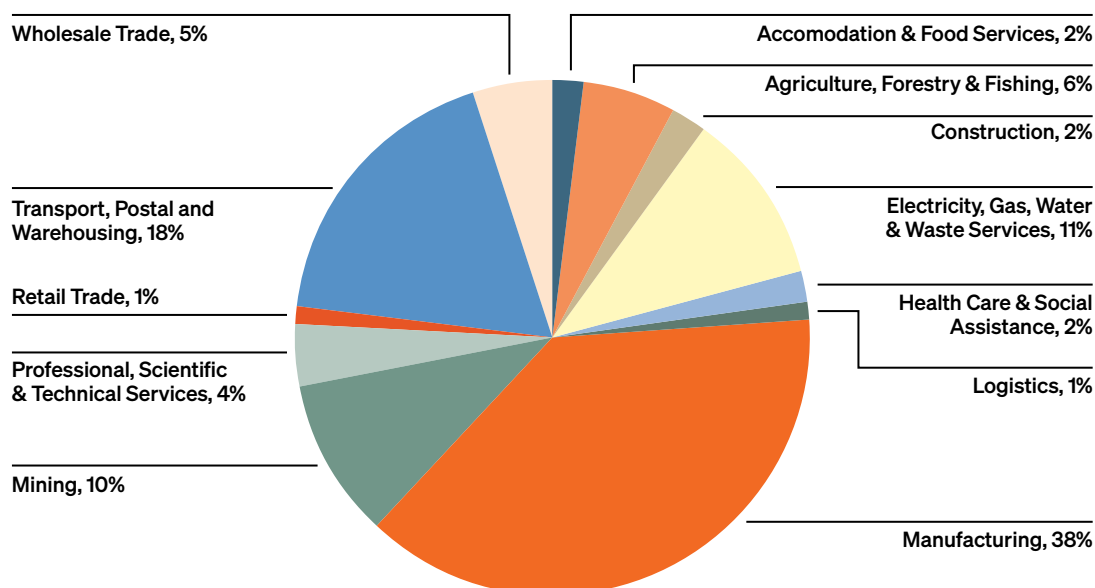
Our Members

NAWO reached a peak of 103 Corporate Members in 2025, including ten companies who joined the NAWO Network for the first time.



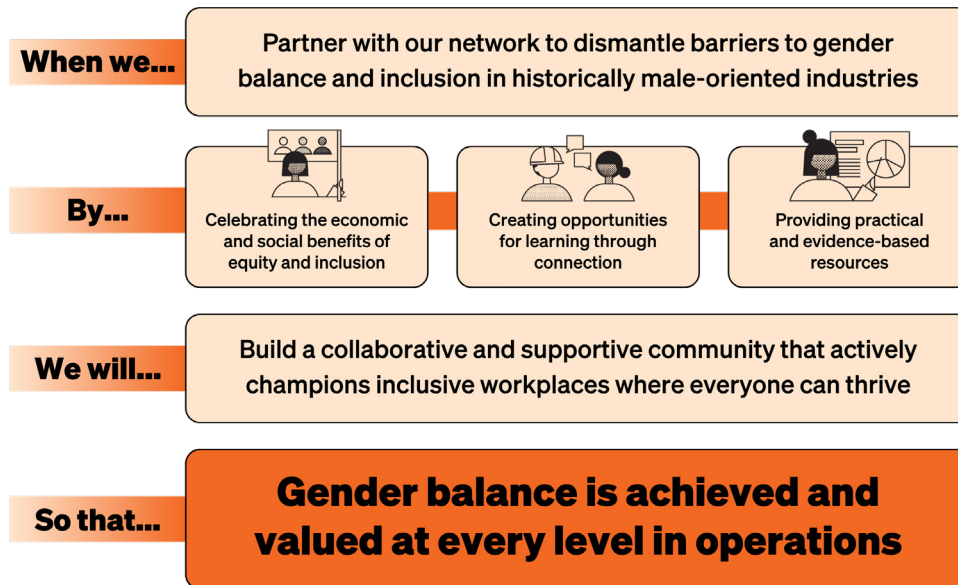
Our Members operate across a broad range of industries distributed across the country, enabling a unique cross-industry perspective.

NAWO Membership – Industry Distribution



Our Approach

NAWO connects individuals, leaders and organisations across male-oriented industries to build and maintain inclusive, gender balanced teams.



NAWO's impact is designed to work at three levels. We help individuals build the capability, confidence, and networks to thrive. We equip leaders to turn inclusive intent into everyday practice. And we partner with organisations to embed the systems and structures that make gender balance possible. These levels are interconnected: progress at one reinforces progress at the others.

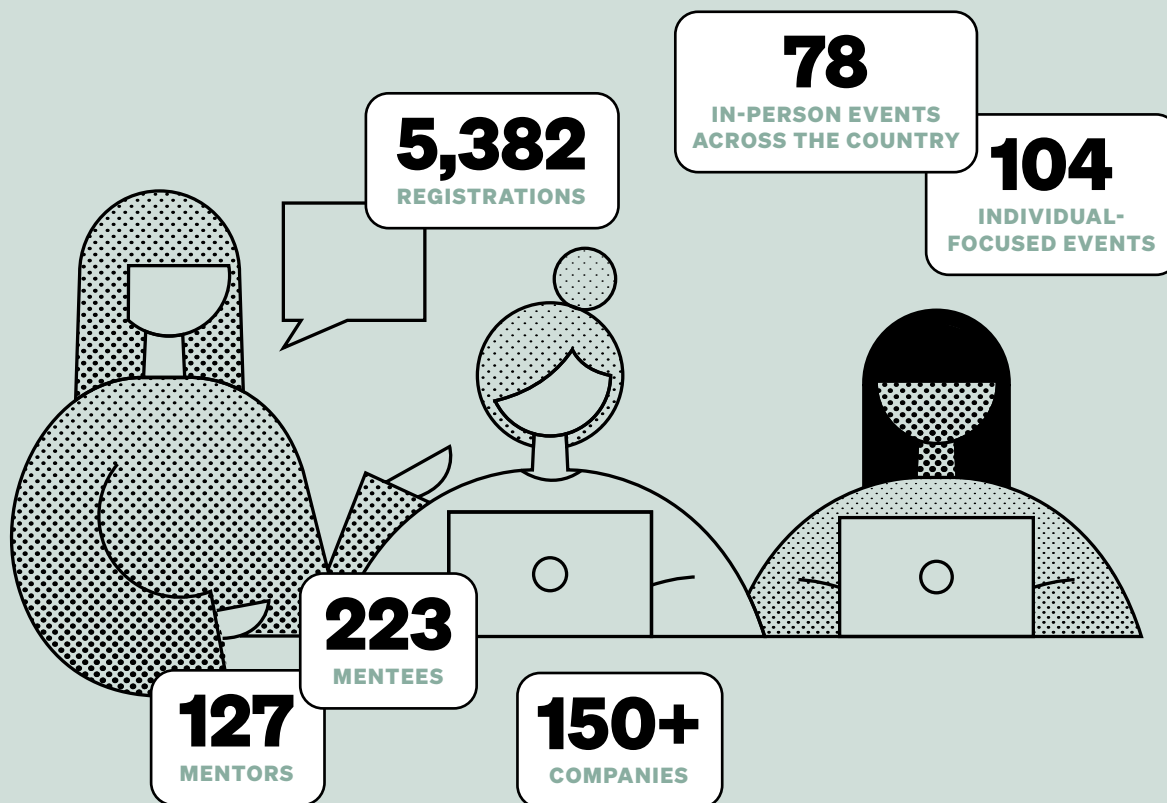


Driving Impact for Individuals

Women in operational industries continue to navigate workplaces that were not designed with them in mind. Systemic barriers to career progression, limited access to networks and role models, and a persistent underrepresentation at every level are not new problems. In a year when the external environment made progress harder, not easier, NAWO's work with individuals was focused on exactly what our Outcomes Framework calls for: giving women the support, confidence, and networks to navigate those barriers and accelerate their careers in operations.

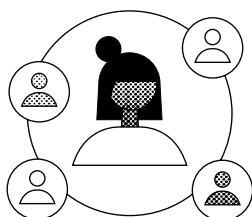


The results from 2025 show that work is landing. As an example, across the Mentoring Program, career decision-making readiness grew from 11% to 66% over the course of the program. Confidence in a work context grew from 25% to 56%. These are not marginal shifts. They reflect something more fundamental: that when women in operational careers get the right support, from peers and mentors outside their own organisation, they start to see their own potential differently. The spotlights that follow show how.



“Being part of NAWO has been a genuinely uplifting experience. The community is welcoming, supportive, and focused on meaningful growth. The events, conversations, and resources offer real, practical value, and the organisation’s authenticity and commitment to inclusion truly stand out. I have benefitted both personally and professionally from being involved.”

● QUOTE FROM THE NAWO ANNUAL SURVEY



“Since engaging with NAWO, I have better access to a **supportive professional network** that helps me pursue my career goals.”

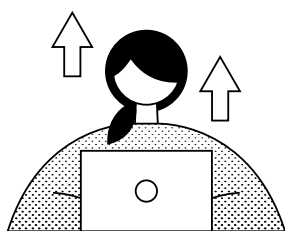
75%
AGREE OR STRONGLY AGREE

SPOTLIGHT

NAWO's Cross Industry Mentoring Program

Women in operational careers often lack access to honest, objective guidance from someone outside their own organisation. NAWO's cross-industry Mentoring Program is built to fill that gap. In 2025, 223 mentees from 150+ companies, supported by 127 volunteer mentors, finished the program with career decision-making readiness rising from 11% to 66%. That's what the right support, at the right time, makes possible.

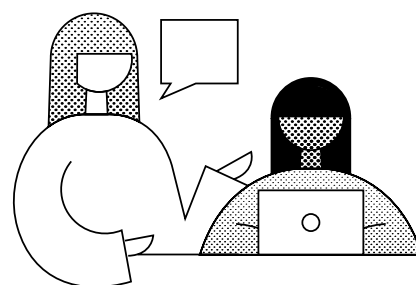
The NAWO Mentoring Program remains a cornerstone of NAWO's impact for individuals, with its cross-industry design setting it apart from more traditional, organisation-based mentoring models. Participants consistently highlighted the value of exposure to “different perspectives, leadership styles, and workplace cultures” and the opportunity to broaden how they approach challenges and career decisions.



“[My mentor] was fantastic. I joined not knowing what to expect and not wanting to talk in front of a group of strangers - as the sessions went on I started really looking forward to our catch ups and learnings. This group really made me realise the skills I already had and was using daily were quite powerful. Since then I have applied for a position within the company with confidence that I deserved the role and was able to list my strengths and skills I could bring to the team. I am delighted to say that I secured the dream position.”

Learning alongside peers from other organisations and industries was a defining feature of the program. Mentees described the benefit of being supported by mentors who were “removed enough from my surroundings to give me objective opinions,” and of sharing experiences with peers who, despite working in different sectors, faced “similar challenges, fears and opportunities.” These cross-industry mentoring circles created safe, structured spaces for reflection, challenge, and shared learning, with many groups choosing to continue their connections beyond the formal program.

“For me, it was an opportunity to connect with a senior executive and be inspired by their experience and leadership. My mentor provided me with a safe space to discuss aspects of my work life and career progression that I don't often have an opportunity to analyse with people in leadership positions. She is removed enough from my surroundings to give me objective opinions on the topics I present her with.”



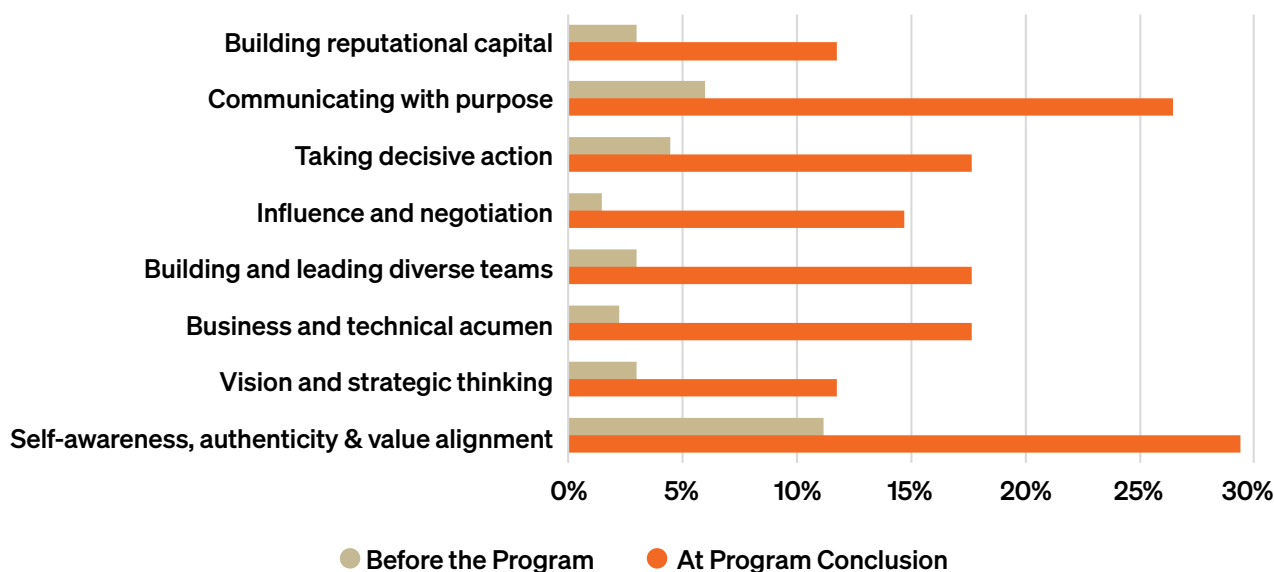
Across the cohort, participants reported significant improvements in self-awareness, career decision-making readiness, and their ability to articulate strengths and value in operational contexts. Several described tangible outcomes, including applying for new roles and progressing their careers. Together, these outcomes reinforce the power of cross-industry mentoring to build capability, expand opportunity, and support individuals to navigate operational careers with greater clarity and agency.

Evaluation data from the NAWO Mentoring Program shows a marked shift in how participants experience their work and career decision-making over time.

- At the start of the program, **ONLY 25% OF PARTICIPANTS RATED THEMSELVES AS VERY OR EXTREMELY CONFIDENT IN THEIR WORK CONTEXT, INCREASING TO 56% BY THE END.**
- The strongest change was in career decision-making readiness, with the proportion of participants who felt very or fully prepared to make informed decisions about their career **GROWING FROM JUST 11% AT BASELINE TO 66% AT PROGRAM COMPLETION.**

Participants consistently report that their skills and capability grow through the program. In 2025, self-rated proficiency increased across all areas, with particularly strong gains at the highest skill levels.

Percentage of Mentees Rating Their Proficiency As "Extremely Skilled" Before And After The Mentoring Program



MENTORING END OF YEAR CELEBRATION, HOSTED BY AMAZON AUSTRALIA, SYDNEY NSW

SPOTLIGHT

Building Networks of Support Across the Country

Where you live shouldn't limit what support you can access. In industries where women are already underrepresented, isolation compounds every other barrier. In 2025, NAWO expanded its reach to new corners of the country, and delivered 24 events in regional locations, bringing connection, role models, and peer networks to women who don't have them on their doorstep. That's not a nice-to-have. It's foundational.



THE LAUNCH OF NAWO'S PRESENCE IN TASMANIA, HOSTED BY ASAHI AT CASCADE BREWERY, HOBART.

In 2025, NAWO continued to deepen its commitment to supporting women in operations beyond metropolitan centres, recognising the critical role that connection, visibility, and peer support play in regional and remote contexts.

The **REGIONAL QUEENSLAND COMMITTEE**, launched in 2024, came into its own in 2025, delivering a growing program of activity across the state. Highlights included NAWO's first-ever site tour in regional Queensland at Orica's Gladstone facility, alongside networking and connection events in Gladstone, Moranbah, and Cairns. These events brought together women from across operations, manufacturing, and resources, helping to strengthen local networks while maintaining strong links to the national NAWO community.

2025 also marked the launch of NAWO's **TASMANIA COMMITTEE**, with an inaugural event hosted by Asahi at Cascade Brewery in Hobart. Momentum continued with site tours in both the north and south of the state at Hydro Tasmania and Tassal, complemented by regular coffee catch-ups that provided informal, accessible opportunities for connection and peer support.

Elsewhere, NAWO's presence continued to grow. The popular When I Grow Up event returned to the Pilbara with the support of Fenner Conveyors, while first-ever site tours in Newcastle were hosted by Orica and ARTC. Networking drinks in Port Kembla further strengthened connections for women working across operations and supply chain roles in the Illawarra region.

These regional activities play a vital role in reducing isolation, increasing access to role models, and creating pathways for shared learning in industries where women are often underrepresented. With even more planned for 2026, including expansion into additional regional areas of Queensland and increased activity in Wollongong, NAWO remains focused on ensuring women in operations can access meaningful support and connection, no matter where they are located.



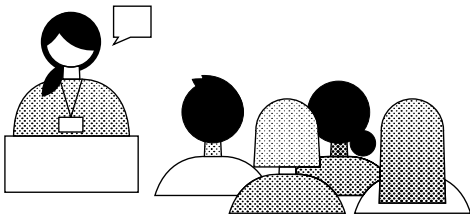
SITE TOUR AT ORICA'S KOORAGANG ISLAND FACILITY, ORGANISED BY THE NAWO NEWCASTLE COMMITTEE.

SPOTLIGHT

Supporting Women to Thrive with Career Club

Technical skills get women into operational careers. Career capability helps them navigate and advance in them. In 2025, NAWO launched Career Club to fill that gap: 10 sessions, 1,687 registrations, and NAWO's most popular event series in its history. The demand was immediate and the message was clear. This kind of practical, accessible development is exactly what our network has needed.

Designed as a monthly, peer-led forum, Career Club supports women to build career capability, navigate workplace challenges, and take purposeful next steps through applied insights, shared experience, and connection with others facing similar decisions.



"It was so timely and inspiring. It offered valuable tools than can help women upskill and move closer to achieve their long-held career goals. The handouts provided practical guidance, giving me the confidence to take the next step in my professional journey."

10

SESSIONS IN 2025

1,687

REGISTRATIONS

88.5

NET PROMOTER SCORE*

Sessions focused on tangible skills and decision-making tools, including clarifying career direction, preparing for interviews, articulating value, building commercial acumen, expanding networks, strengthening presentation skills, and assessing future career pathways in operations. Participants consistently highlighted the relevance and practicality of the content, describing it as "high quality and relevant" and offering "simple tips that everyone can put in place and benefit from".

Together, these sessions strengthened participants' ability to assess options, articulate their value, and make informed career decisions. Career Club now forms a core part of NAWO's ecosystem of support for individuals, complementing mentoring and in-person connection with accessible, high-impact learning that meets women where they are in their operational careers.

* Anything above a score of 70 is typically considered "world class".

SPOTLIGHT

100 Women in Operations

Representation matters. Women who can see themselves reflected in operational careers are more likely to stay and progress in them. Since 2023, NAWO has profiled 100 women across every career level and industry in our network. The posts that attract the most engagement are consistently the ones where male colleagues do the celebrating. That tells us inclusion is becoming part of the culture, not just the policy.



On International Women's Day 2023 we launched our 100 Women in Operations Campaign, designed to celebrate the careers and experiences of women and gender-diverse people from across our multi-industry network. On IWD 2026 we added our 100th woman to our 'Wall of Fame'.

We've celebrated women at all career levels and across multiple industries, from [Hailee Espie-Baker, a Mechanical Fitter for Monadelphous](#), to [Chief Executive Officer Fiona Holland](#). While their roles and career paths are diverse, key themes have emerged across these 100 stories:

- The importance of mentorship and sponsorship in enabling women to thrive in operational careers
- The enormous range of opportunities available to women in operations
- How organisational approaches to job flexibility and professional development can make or break careers

Women are nominated by colleagues, mentors or friends, and then can share their story and reflections in their own words. Those stories are then featured on a [dedicated campaign website](#) and across all NAWO social media channels. It's been wonderful seeing honourees celebrated by their colleagues, especially the male allies they work with. These posts are consistently the most popular on NAWO's channels.

100 WOMEN IN OPERATIONS



Katherine Marshall
Project Director, Sydney Water

100 WOMEN IN OPERATIONS

"I'm passionate about delivering major infrastructure projects that create long-term value, particularly in the water sector. Coming from a family of engineers, I've seen the importance of diversity in strengthening our profession. I'm committed to increasing female participation across engineering and construction and using leadership and visibility to encourage more women to contribute to the future of our industry."

KATHERINE MARSHALL

100 WOMEN IN OPERATIONS

Katherine Marshall serves as Project Director at Sydney Water, bringing 24 years of experience across the water and minerals sectors. A Chemical Engineering graduate with Honours from the University of Sydney, she has held senior positions in consulting, construction, and water utilities. Katherine currently leads the Prospect Pretreatment Project, which includes Australia's largest Densadeg pretreatment facility, and is a long-standing contributor to the Australian Water Association.

 **Bernie Sheridan** • 3rd+
Executive Advisor | Strategic Leadership | Operational Oversight | Asset... 2w ...

Congratulations Katherine, well deserved recognition for an outstanding leader 🙌

Like · 🗳️ 1 | Reply · 1 reply

 **Jim Livas** • 3rd+
Water Professional 3w ...

Outstanding Katherine and testament to you're leadership 🙌. Best wishes.

Like · 🗳️ 1 | Reply · 1 reply

 **Bradley Perger** • 3rd+
Senior Project Manager

Fantastic [Katherine](#)!! What amazing recognition, well deserved!

Like · 🗳️ 1 | Reply · 1 reply

The campaign will continue after International Women's Day 2026, because at NAWO we know there are far more than just 100 women in operations who should be celebrated.

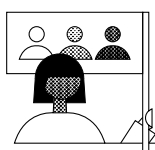
Driving Impact for Leaders

Sustainable progress on gender balance in operations is driven by leadership. While individual capability is essential, it is leaders who shape the systems, behaviours, and everyday decisions that determine who is heard, who is supported, and who progresses. Inclusive Leadership and Allyship is a core dial in NAWO's Nine Dials for Gender Balance framework for exactly this reason: without leaders who actively foster belonging and value diverse contributions, the other dials are harder to turn.



NAWO's work with leaders is focused on closing the gap between intent and consistent practice. Among leaders who engage with our network, the understanding of why gender balance matters is generally there. What's harder is translating that understanding into the daily habits and decisions that shift culture over time. That's what our Outcomes Framework for leaders is designed to address: equipping leaders at all levels to create inclusive operational workplaces where everyone feels valued and can contribute.

In 2025, independent evaluation by BehaviourWorks Australia confirmed that Inclusion Habits for Operations Leaders is doing exactly that. Leaders aren't just reporting changed attitudes. They are running meetings differently, distributing opportunity more deliberately, and creating space for people to speak up who previously wouldn't. In the DuluxGroup cohort, understanding of the link between inclusion and business outcomes grew from 24% to 93%. The GEM Program extended that work to male allyship, supporting 19 leaders to move from intent to visible, deliberate action. The spotlights that follow show what both programs look like in practice.



68%

of annual survey respondents say their ability to lead inclusively has increased since engaging with NAWO

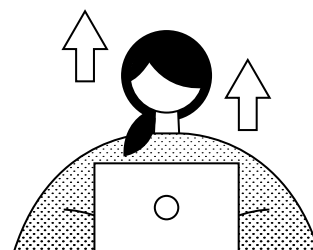
113 Inclusion Habits graduates from 31 organisations since the program launched

19 GEM participants in 2025, supported by 10 volunteer mentors of all genders



"It's always refreshing to engage with the operations community, especially when our default is being tied to our desks. NAWO provides a valuable space for self-development and reflection, which in turn helps boost both individual and team performance."

● QUOTE FROM THE NAWO ANNUAL SURVEY



SPOTLIGHT

Inclusion Habits for Operations Leaders

Culture change doesn't happen through awareness alone. It happens when leaders consistently behave differently in the moments that matter. Since the program launched, 113 leaders from 31 organisations have graduated from the Inclusion Habits for Operations Leaders program, with independent evaluation by BehaviourWorks Australia confirming real behaviour change. NAWO is building a cohort of operational leaders who don't just understand inclusion. They practise it.

The Inclusion Habits for Operations Leaders program is a core part of NAWO's work with leaders, supporting frontline and operational managers to build the capability required to create inclusive workplaces. Delivered over 10 weeks, the program combines microlearning, facilitated sessions, and real-world "inclusion experiments" that enable leaders to translate insight into action in their day-to-day work.

In 2025, NAWO delivered Inclusion Habits to a further 28 leaders from nine companies. One of the largest cohorts to date has been delivered in partnership with DuluxGroup, with 39 leaders completing the program across multiple sites.

In the Dulux cohort,

93%

of participants reported **a strong or very strong understanding of the link between inclusion and business outcomes** by the end of the program, up from just 24% at commencement.

Understanding of bias also increased substantially, with all participants reporting a good or extremely good understanding of how bias affects decision-making.

Independent evaluation of the program, conducted by BehaviourWorks Australia with support from Social Ventures Australia, shows strong gains in leaders' knowledge and capability. The evaluation found that the clearest behaviour changes occurred through the program's inclusion experiments. Leaders tested small, practical changes embedded into everyday operational routines. These included introducing silent starts and structured speaking rounds to make meetings fairer, using pulse check-ins



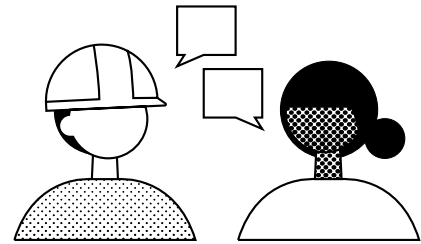
and regular huddles to create safer spaces to speak up, publicly recognising “invisible work”, and deliberately widening who was invited into conversations and opportunities. Other experiments focused on building connection through informal check-ins, virtual coffee catch-ups, and leaders sharing more openly to build trust.

These experiments led to more inclusive team interactions, stronger collaboration, and earlier identification of issues, helping teams work more effectively together. As BehaviourWorks noted, behaviour change was most evident in improved communication, greater support and empowerment of staff, and leaders being more intentional in how they listen, speak, and lead.

Feedback from DuluxGroup leaders reinforces the value of the program’s habit-based approach.

*“This particular course is more important than others.
It will challenge everything you thought you knew about
yourself and your perception of your treatment of others.”*

**LACHLAN TAYLOR, SITE MANAGER AT CABOT
AND PROTECTIVE COATINGS, DULUXGROUP**



DuluxGroup’s Head of Organisational Development, Brooke Westphalen, described the program as “not just a one-day training; it’s about transforming behaviours and mindsets”, highlighting its alignment with DuluxGroup’s broader leadership development approach.

While broader workplace outcomes such as psychological safety are shaped by multiple organisational factors, the evaluation confirms Inclusion Habits as an effective intervention for building the foundations of inclusive leadership. The program strengthens leaders’ capability to notice exclusion, challenge bias, communicate with intent, and empower others, aligning directly with NAWO’s Outcomes Framework for leaders.



SPOTLIGHT

Gender Equity Men Program

Progress on gender balance in operations requires men to be active participants, not passive supporters. In 2025, NAWO's GEM Program supported 19 male leaders to move from good intent to deliberate action: sponsoring women, addressing harmful behaviour, and visibly backing their teams. In industries where senior leadership is still predominantly male, that kind of allyship shapes everything else.

Male allyship is a critical lever for progress on gender balance in operations. The Gender Equity Men (GEM) Program supports men in operational leadership roles to strengthen their understanding of gender equity and take meaningful, visible action as allies within their teams and organisations.

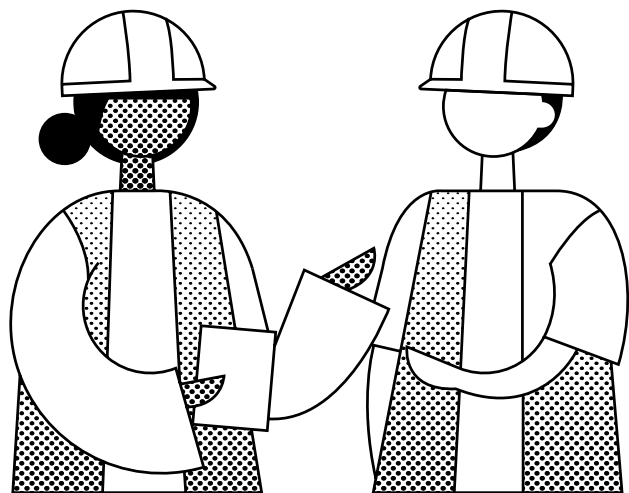
*I rated the program highly because it **actually made me stop and think about how I lead** and what I can be doing better to support the women in my team. I didn't join just to tick a box I joined because I wanted to put it into action and that's exactly what I've done.*

*Since starting GEM I've been way more **intentional** with how I back my team in. Whether it's organising the Women's Field Day, being flexible with work hours for one of my team who's just come back from maternity leave or supporting my female Ops Coordinator through the tougher stuff like ADRs I'm not just saying I support gender diversity I'm actually showing it.*

*It also gave me **more confidence to pull up behaviour that doesn't align with the culture I want**. I've made hard calls including letting someone go for how they treated others and I stand by it. If I say I value respect then I've got to follow through.*

...the program didn't just give me ideas it helped me do something with them. That's what matters to me."

● LUKE RUSHBY, CBH GROUP



Drawing on NAWO's extensive experience in mentoring, and delivered in partnership with Our Watch, GEM is designed for men who want to advocate for gender balance but are unsure where to start, or how to translate intent into practice. The program combines expert input with facilitated mentoring discussions, creating a structured space for learning, reflection, and accountability alongside peers from across operations-intensive industries.

In 2025, the GEM Program supported 19 male leaders, matched with 10 experienced mentors who volunteered their time and expertise. Participants explored practical topics including recognising and addressing bias, assessing workplace policies and practices through a gender lens, sponsoring women and gender-diverse talent, and understanding their role as active bystanders in preventing exclusion and harmful behaviour.

GEM reinforces NAWO's Outcomes Framework for leaders by building capability, accountability, and commitment to inclusive leadership. By supporting men to step into their role as visible allies, the program helps shift everyday behaviours, influence culture, and embed gender equity into the reality of operational workplaces.



MATTHEW BRIERLEY, MEMBER OF THE NAWO WA COMMITTEE AND GEM MENTOR

Driving Impact for Organisations

Individual capability and inclusive leadership are necessary conditions for gender balance in operations. But they are not sufficient on their own. Without the systems, policies, and structures to back them up, even the most capable individuals and well-intentioned leaders are working against the grain. That's why NAWO sets a clear objective for organisations: embed inclusive systems and practices and make measurable progress across the Nine Dials toward 40:40:20.



The Nine Dials for Gender Balance exists because gender inequity in operational industries is systemic. It is shaped by how organisations recruit, how they design roles, how they support parents and carers, how they pay people, and whether their leaders are equipped and accountable for inclusion. No single dial drives change on its own. Progress requires organisations to understand where they are across all of them, and to take deliberate, sustained action.

In 2025, NAWO significantly strengthened its capacity to support organisations in doing exactly that.

- For the first time, we conducted a structured benchmarking analysis of WGEA data across the member cohort, giving organisations a clear picture of where they stand relative to their industry peers.
- We introduced structured gender balance consulting as a core member benefit.
- We launched a fully refreshed Nine Dials framework and Assessment Tool.
- And we continued to build the case, through forums, case studies, and the Operation Respect series, that progress on gender balance cannot be separated from progress on safety, respect, and belonging.

The work profiled in this section shows what organisational change looks like in practice, and what becomes possible when organisations commit to turning the dials.

COFFEE, CONNECTIONS AND HEADSHOTS IN MORANBAH, REGIONAL QLD



TASSAL REMOTE FEED CENTRE TOUR, HOBART TAS

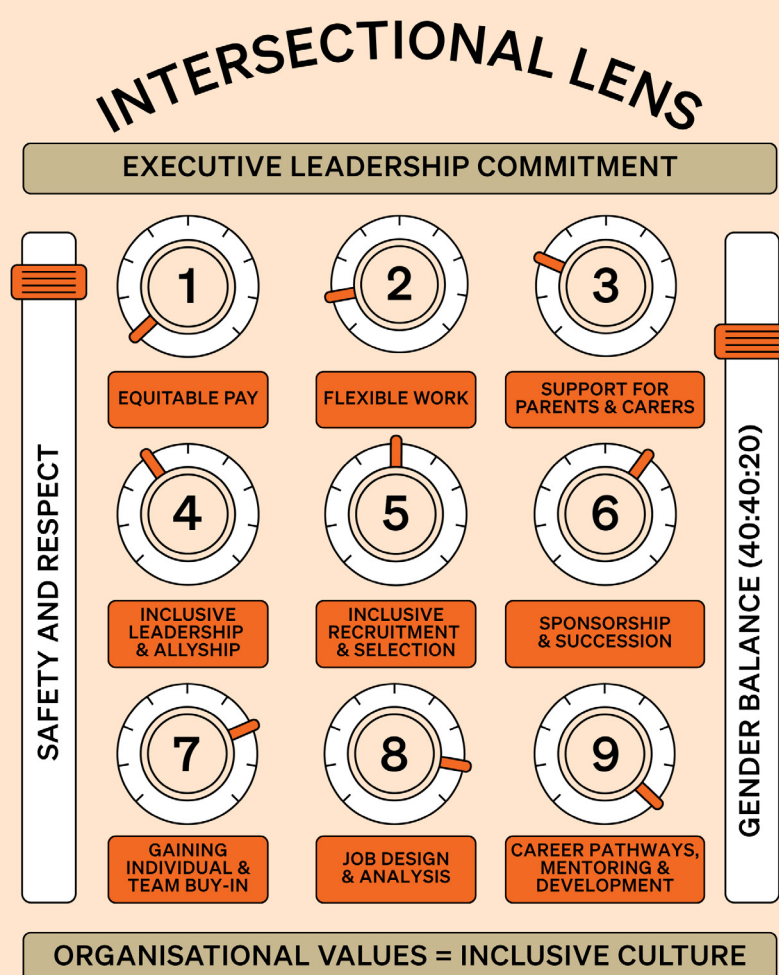
Launching NAWO's Nine Dials for Gender Balance

Good intentions don't drive gender balance. Knowing where to focus, and having a structured way to track progress, does. NAWO's Nine Dials framework gives organisations exactly that: an evidence-informed diagnostic across nine interconnected areas, underpinned by four foundations. In late 2025, NAWO launched a fully refreshed version of the framework alongside a comprehensive Assessment Tool covering more than 300 items. It is the most rigorous tool of its kind available to operational industries in Australia.

The Nine Dials for Gender Balance framework is the core of NAWO's work with organisations. It is an evidence-informed diagnostic tool designed to help organisations understand where they are on their gender equity journey, identify where to focus next, and track their progress over time.

The framework recognises that gender inequity is systemic, shaped by the confluence of policies, practices, leadership behaviours, and culture. It also recognises that gender intersects with race, disability, socioeconomic background, sexuality, and other dimensions of identity.

In late 2025, NAWO launched a fully refreshed version of the framework (formerly the Nine Levers), alongside two new tools: the Nine Dials Snapshot, a short diagnostic available to anyone via the NAWO website, and the Nine Dials Assessment Tool, a comprehensive organisational assessment covering over 300 items across all four foundations and nine dials. The Assessment Tool is available exclusively to corporate members and is completed in consultation with NAWO's Member Relations Consultant, who walks organisations through the framework and helps them develop a prioritised action plan based on their results.



SPOTLIGHT

How NAWO Member Companies Measure Up

Across almost every measure of gender balance, NAWO member companies match or outperform their industry peers. Stronger policy foundations. More women in management. More men taking primary carers leave.

These findings come from NAWO's first structured benchmarking analysis, conducted in 2025 using Workplace Gender Equality Agency (WGEA) reporting data from the 107 WGEA reporting entities within the NAWO membership.¹ The analysis compares the NAWO cohort against the broader WGEA reporting population within equivalent industry divisions, providing an evidence base for understanding where members are leading, where the gaps remain, and where NAWO's programs and frameworks need to focus next.

LEADING THE WAY ON POLICIES

Across every policy measure, NAWO member companies sit at or above the industry norm when it comes to developing and enacting policies that we know drive gender balance.

Supporting companies to review and implement policies such as these is a key part of NAWO's work with organisations, underpinned by our Nine Dials for Gender Balance framework.

POLICY	NAWO MEMBERS	INDUSTRY AVERAGE ²	DIFFERENCE
Pay equity / equal remuneration policy	95%	74%	+21pp
Employer-funded paid parental leave	97%	67%	+30pp
Flexible working policy	98%	89%	+9pp
Family and caring responsibilities policy	94%	85%	+9pp
Sexual harassment prevention policy	99%	99%	At norm
Family and caring responsibilities policy	94%	85%	+9pp
Pays superannuation while on parental leave	96%	86%	+10pp

¹ Not all NAWO Member Companies are required to report to WGEA, and some members are comprised of multiple WGEA reporting entities.

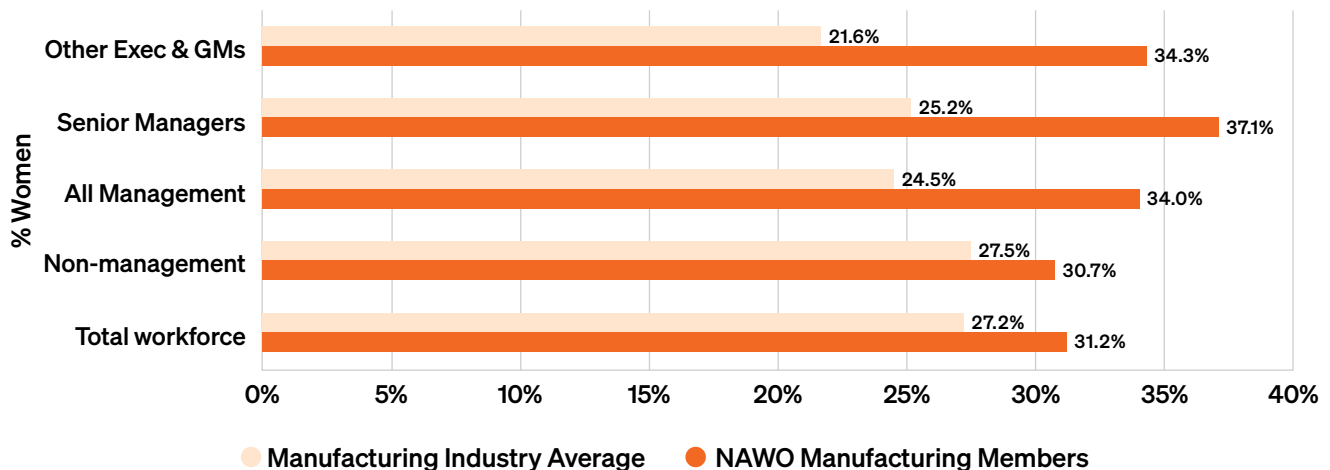
² This is all WGEA reporting companies that fall within the industry divisions where NAWO Members are represented. This enables a like for like comparison.

MANAGEMENT REPRESENTATION

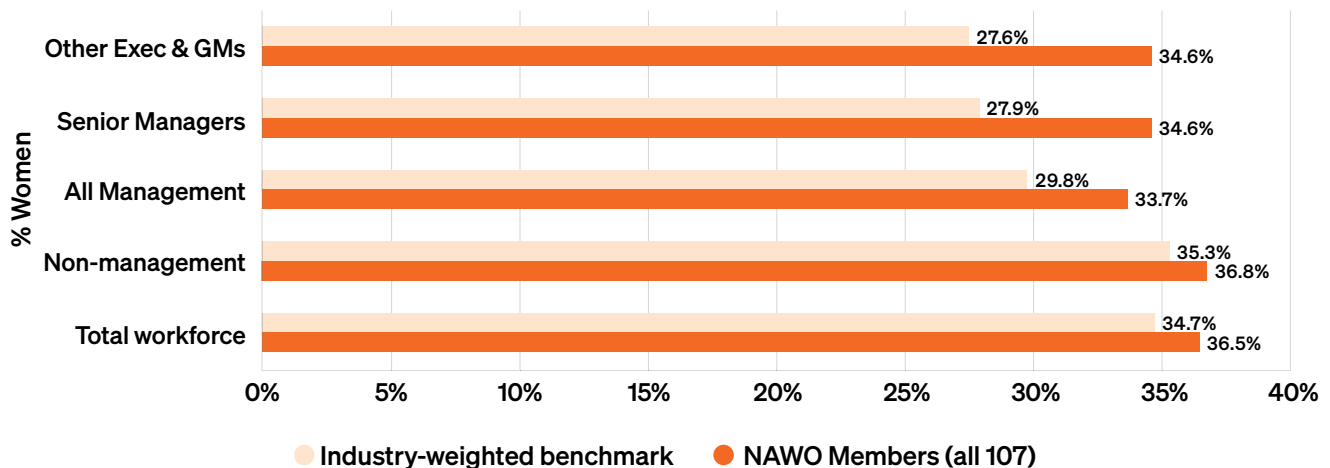
Controlling for industry composition, NAWO member companies have 4 percentage points more women in management than comparable industry peers (33.7% vs 29.8% expected). In NAWO's core operational industries — manufacturing and mining — the lead is substantially larger (around 10 percentage points).

That 10-percentage point gap reflects consistent, intentional work on promotion, succession and sponsorship, the areas that NAWO's Mentoring and Inclusion Habits for Operations Leaders Programs, and the Nine Dials Framework, are designed to strengthen.

Women in Manufacturing: NAWO Members vs Industry



Women in Management: NAWO vs Industry-weighted Benchmark



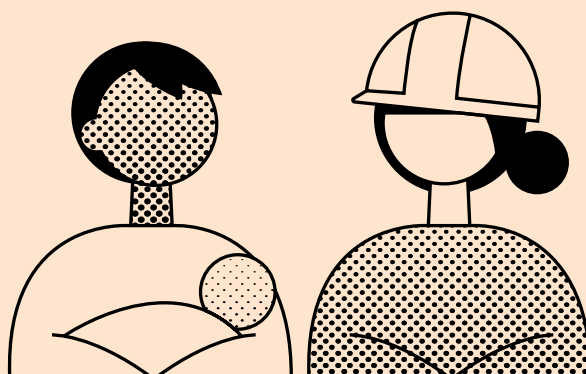
NAWO members in manufacturing have 11.9 percentage points more women in senior management, 12.7 percentage points more in Other Executive/General Manager roles, and 9.2 percentage points more women in professional roles than the manufacturing industry average - gaps that hold even after the largest member companies are excluded from the analysis.

The work to do is at the CEO level, where across the NAWO cohort 18.6% of CEOs are women: at the industry average, not above it. Even in organisations with an explicit commitment to gender balance, the most senior leadership level remains the hardest to shift.

SHARING THE CARE

Men in NAWO member companies take primary carer's leave at **more than double the industry rate (41% vs 20%).***

In industries where shared parenting has historically been very rare, this signals a genuine cultural shift in how NAWO Member organisations operate. This matters because it shapes everything else. When men take primary carers leave, women's careers are less disrupted by caring responsibilities. The cycle that keeps women out of senior roles is broken one decision at a time.



LOOKING AHEAD

This is NAWO's first baseline. We plan to continue this analysis year on year, building a longitudinal picture of how the cohort is tracking and where NAWO's programs and frameworks are having the greatest effect.

What this year's data already tells us is that NAWO member companies are not average. NAWO's Manufacturing members are outperforming their peers, particularly in management representation. The NAWO cohort as a whole have built strong policy foundations. And in the most male-dominated frontline roles, they are making genuine inroads. The gaps that remain, especially at CEO level, are the gaps that NAWO's programs and frameworks are explicitly designed to close. This data gives us both cause for confidence and a clear direction for the work ahead.

** Driven primarily by NAWO's large mining members; excluding Pilbara Iron Company the ratio is 1.6x.*

SPOTLIGHT

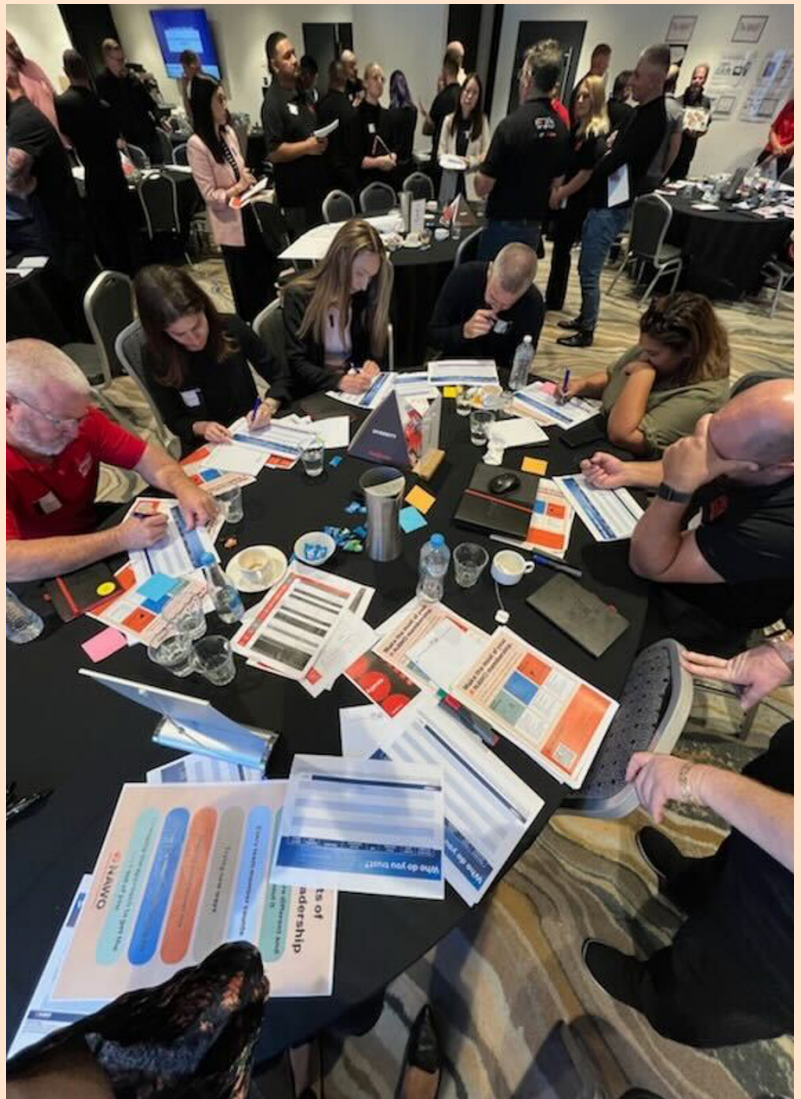
Gender Balance Consulting

In 2025, NAWO introduced structured consulting as a core member benefit for the first time, and 73 companies accessed support in its first year alone. From inclusive recruitment coaching to policy reform to DEI strategy development, this work is about helping organisations move from commitment to practice.

2025 was the first year NAWO offered structured consulting to member organisations as part of corporate membership. Seventy-three member companies took advantage of the support in 2025, with advice covering areas including inclusive recruitment coaching, policy review, ERG governance, Gender Balance Action Planning, Nine Dials assessments.

The most common themes across consulting engagements reflected where member organisations are focusing their energy: building inclusive leadership capability, strengthening recruitment and job design practices, advancing flexible work and parental leave reforms, securing executive sponsorship, and navigating backlash by reframing the conversation around respect, inclusion, and belonging.

This consulting model represents a significant evolution in how NAWO partners with member organisations, moving beyond events and resources to structured, ongoing support that helps organisations embed inclusive systems and make measurable progress across the Nine Dials.



COCA-COLA EUROPACIFIC PARTNERS EMPLOYEES AT WORKSHOP FACILITATED BY NAWO'S DEI CONSULTANT, RENEE BURKINSHAW

Executive Forums in 2025

Backlash against DEI is real, it's growing, and it's landing in Australian workplaces. In 2025, NAWO brought together more than 50 senior executives across two forums to confront that reality directly, share what's working, and build the collective resolve to hold the line.

In 2025, NAWO brought together more than 50 senior executives from across the membership at invite-only forums in Perth and Brisbane. The topic was one that every leader in the room was navigating: how to maintain commitment to gender balance and inclusive workplaces in an environment of growing global scrutiny of DEI.

The forums were addressed in Brisbane by Dr Terry Fitzsimmons, Associate Professor in Leadership at the University of Queensland and Managing Director of the Australian Gender Equality Council, and in Perth by Elizabeth Shaw, PwC Australia Partner in Workforce Advisory.

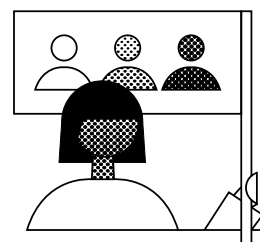


PERTH EXECUTIVE FORUM, SEPTEMBER 2025

Australia operates in a stronger legislative environment than the United States, with clearer social licence requirements and broader cultural acceptance of the case for fairness. But the forums made clear that Australian organisations are not immune to shifting global attitudes. Leaders spoke openly about backlash from specific cohorts of workers, and recent attitudinal research from King's College London found that 56% of Australian men believe society has gone so far in supporting women's equality that it now discriminates against men.

The forums identified five strategic responses for leaders navigating backlash:

- ① **Accepting that some resistance is inevitable and preparing for it;**
- ② **Listening actively to concerns and adapting implementation;**
- ③ **Targeting the moveable middle rather than those already converted or those unlikely to shift;**
- ④ **Telling a better story by linking inclusion clearly to business purpose and outcomes that benefit everyone; and**
- ⑤ **Staying the course rather than retreating when the pressure increases.**



The business case for staying the course is empirically proven. Australian research by Bankwest-Curtin, drawing on data from 5,000 firms, demonstrates that a 10 percentage point increase in female key management personnel leads to a 5.8% increase in the likelihood of outperforming on profitability, performance, and productivity. At current rates of change, Australia won't achieve gender pay gap elimination until 2107, and CEO gender parity in ASX200 companies won't occur until 2116. The case for sustained, strategic action has never been clearer.

SPOTLIGHT

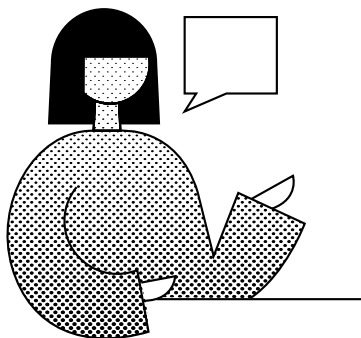
Operation Respect Event Series

For too many women a safe and respectful workplace is not a baseline assumption they can rely on. To drive change, NAWO presented Operation Respect, a series designed to give leaders practical tools, and organisations the system to back them up. Across 2024 and 2025, six sessions reached 696 registrations. The work is grounded in a clear conviction: progress on gender balance cannot be separated from progress on safety, respect, and belonging.

Across 2024 and 2025, NAWO delivered six Operation Respect sessions, with 696 individuals registering to attend. Structured as a deliberate learning journey from prevention through to resolution and recovery, multiple sessions were delivered in collaboration with experiential learning group Serious Woo. We brought to life topics such as how to be an upstander rather than a bystander, and effective restorative practices for individuals and teams.

Each session featured operational leaders and subject matter experts sharing what works in practice, from BlueScope's cross-functional approach to aligning respect with existing safety systems, to Tip Top ANZ's use of safety alerts to transparently communicate incidents of sexual harassment, to Opal's design of a multi-channel reporting ecosystem built around the needs of its diverse, largely deskless workforce.

The series also challenged leaders to apply an intersectional lens, drawing on evidence showing that experiences of harassment are compounded for First Nations women, migrant and refugee women, and women from culturally and racially marginalised backgrounds, and that systems designed without these experiences in mind will fail the people who need them most.



“This was really informative and a great insight into some of the key considerations we need to factor in when we are designing our own systems.”

● OPERATION RESPECT PARTICIPANT

A published case study, [Raising the Bar: BlueScope's 'Respect is How We Work' Program](#), accompanies the series and is available to members through the NAWO resource portal.

Safety and Respect is a foundational element of the Nine Dials framework, because progress on gender balance cannot be separated from progress on safety, respect, and belonging.

CASE STUDY

ITW Australia – From Policy to Measurable Progress

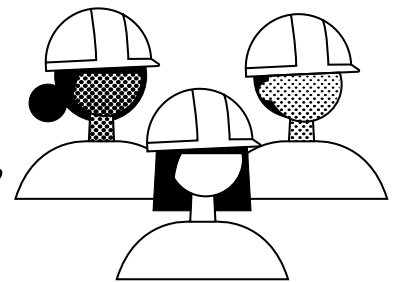
Meaningful progress on gender balance requires more than aspiration. It requires organisations to examine the structural conditions that shape who is included, how they are supported, and whether the systems in place are actually working: and then to actually make changes.

ITW Australia's story demonstrates what that looks like when an organisation uses its NAWO membership to take deliberate, structured action.

In early 2025, ITW's HR Director engaged NAWO's Member Relations Consultant to review and strengthen their DEI policy. NAWO provided detailed written feedback, which ITW incorporated before launching the revised policy in mid-2025. Alongside the policy work, ITW established a women's resource group, led by internal champions and supported by NAWO, to drive engagement and build momentum across the business.

“We have seen an increase in our engagement scores, particularly in the area of DE&I. Thank you so much for your help. We will keep building on this.”

● TAMARA HART, HR DIRECTOR, ITW



The results have been measurable. ITW's 2025 employee experience survey showed Diversity and Inclusion scores climbing from 79 in 2022 to 86 in 2025, with consistently strong results across related indicators: 88% of employees reported knowing how to report an instance of discrimination, and 85% agreed that ITW has created an environment where people with diverse backgrounds can succeed.

ITW's experience reinforces a principle that runs through NAWO's work: culture follows structure. When organisations invest in getting the policy foundations right, and back that up with visible leadership, internal networks, and ongoing partnership: that's when change follows.

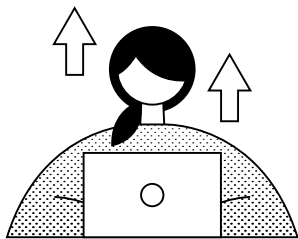
CASE STUDY

Visy Designing Inclusion in from the Start at Yatala

One of the most powerful moments in any organisation's gender equity journey is a greenfield opportunity: the chance to build something from scratch with inclusion designed in from the start, rather than retrofitted later.

That is what Visy pursued at their new glass recycling and manufacturing facility in Yatala, Queensland. Rather than defaulting to existing recruitment pipelines, which in operational industries have historically produced predominantly male workforces, Visy made a deliberate choice to design their approach to hiring and workforce composition differently.

Working with NAWO, Visy's team took an inclusive approach to the recruitment campaign from the outset. NAWO's Member Relations Consultant provided consulting on inclusive recruitment practices and connected Visy to the Nine Dials Snapshot tool to help align their approach with broader strategy. NAWO also promoted Yatala roles through its jobs portal, newsletter, and social media channels, extending Visy's reach into a diverse talent pipeline across the NAWO network.



“We are very pleased we have doubled the amount of women employed in the plant, compared to our existing glass plants. We are thrilled with the appointments and team.”

● LOUISE ECKEL, GM PEOPLE READINESS, VISY

THE RESULT

Visy doubled the proportion of women employed at the Yatala plant compared to their existing glass facilities, with nearly 60% of Plant Manager direct reports being women.

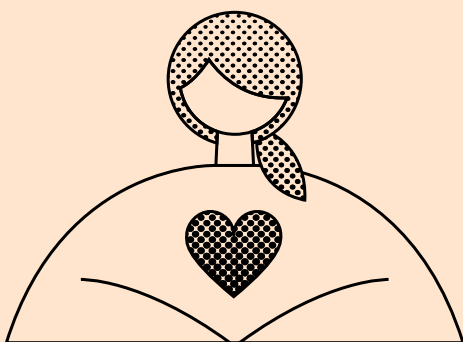
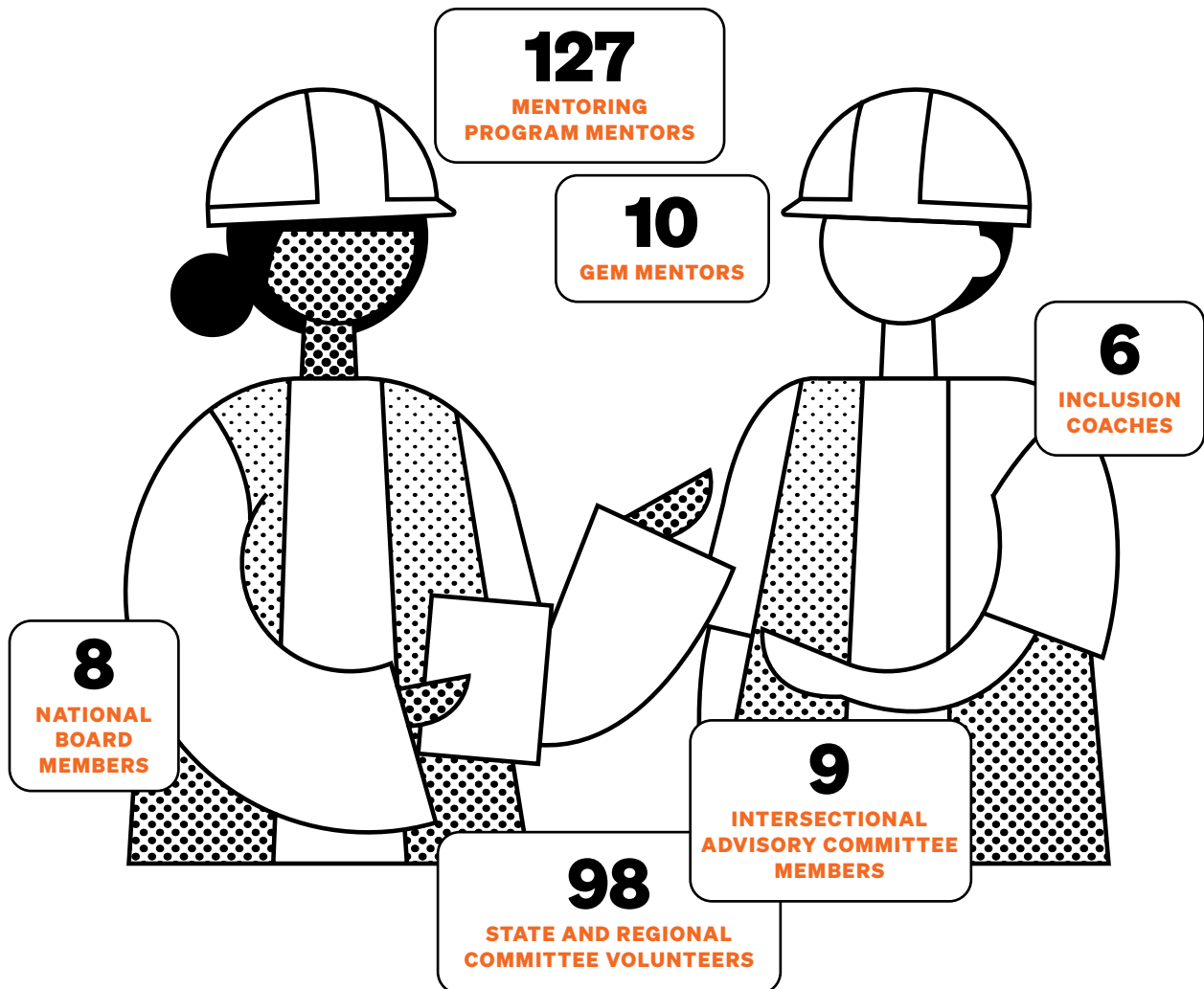
The Yatala story is a practical demonstration of something NAWO advocates consistently: the best time to address gender balance is before patterns of underrepresentation are established, not after. Greenfield sites represent a rare opportunity, and Visy's approach offers a model for any organisation facing a similar moment of design choice.

The NAWO Network

NAWO's reach wouldn't be possible without the people who give their time to make it work. Across committees, mentoring, the GEM Program, the Intersectionality Advisory Committee, and the board, volunteers are the backbone of everything we deliver. Many of our mentors were once mentees themselves, which tells you something important about the culture we've built together. The overwhelming majority say they developed new skills, plan to continue, and rated their experience as very satisfying. This is a community that gives generously and keeps coming back, because the work matters and the culture makes it worth showing up for.



NAWO's impact is built on the commitment of its volunteers. The events, mentoring programs, and regional connections described throughout this report would not exist without the professionals who give their time, expertise, and energy to make them happen. In 2025, that volunteer community continued to grow, in numbers, in reach, and in the depth of its commitment.



WHY DO YOU VOLUNTEER WITH NAWO?

“Initially to be part of something that is making a difference. And then it became the joy of working with some truly wonderful people.”

● QUOTE FROM A VOLUNTEER IN OUR ANNUAL SURVEY

Volunteer Leadership

NAWO is privileged to be supported by an immensely talented group of volunteers who have stepped into leadership positions, bringing a wealth of operational insight and expertise to our national network.

BOARD LEADERSHIP

NAWO's Board brings together senior operational leaders whose professional experience gives them direct insight into the challenges NAWO exists to address. Current and former board members include Chief Operating Officers, Managing Directors, and CEOs from organisations including Bunnings, Toll Group, Maersk, and SAGE Group. Since NAWO was founded, 30 people have served on the board, contributing governance expertise, industry connections, and strategic leadership to support NAWO's growth from a Melbourne-based network to a national organisation.



DEBORAH SPRING
(SHE/HER)
BOARD CHAIR - VIC
*Non-Executive Director,
Transport Asset Holding
Entity of NSW (TAHE)*



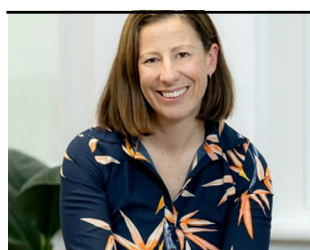
KERRY PRONK
(SHE/HER)
**BOARD MEMBER AND
SECRETARY - NSW**
*NED and Company
Secretary*



MARCUS HOOKE
(HE/HIM)
**BOARD MEMBER AND
DEPUTY CHAIR - VIC**
*Head of Operations,
Davey Water Products*



RYAN BAKER
(HE/HIM)
BOARD MEMBER - VIC
*Chief Operating Officer,
Bunnings*



SARAH COLEMAN
(SHE/HER)
BOARD MEMBER - WA
*Non-Executive
Director, idoba*



MICK CRONIN
(HE/HIM)
BOARD MEMBER - NSW
CEO, Banktech



TANIA MONTESIN
(SHE/HER)
BOARD MEMBER - NSW
*ANZ Lead, FMCG
Ag Food and Bev, dss+*

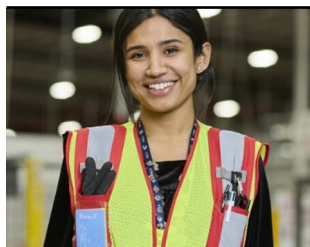


KARTINI OEI
(SHE/HER)
BOARD MEMBER - QLD
*Aviation Business
Development Lead –
Asia Pacific, Air BP*

The board also reflects NAWO's own vision: gender balance is practised, not just advocated. The current board maintains a deliberate gender balance consistent with NAWO's 40:40:20 framework, ensuring that the organisation's governance models the standard it asks member organisations to work toward.

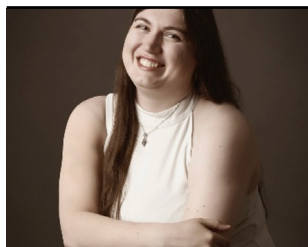
INTERSECTIONALITY ADVISORY COMMITTEE

The Intersectionality Advisory Committee (IAC) brings together professionals to guide how NAWO embeds intersectionality across its strategy, programs, and activities, recognising that gender equity cannot be pursued in isolation from race, disability, neurodivergence, cultural background, and other dimensions of identity. In 2025, the IAC continued to inform NAWO's approach to program design, event content, and communications, helping the organisation move beyond a one-size-fits-all model of inclusion.



PAAROMITA CHAKRAVARTY

*Operations Manager DVT1,
Amazon Australia*



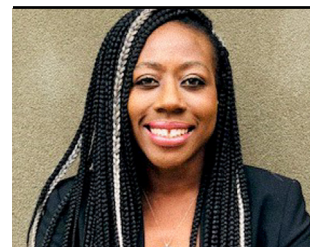
**JACINTA CRITCHLEY
(NEE REYNOLDS)
(SHE/HER)**

*Diversity and Inclusion
Officer, Lyn Beazley
Academy*



**EMMA DELLAR
(SHE/HER)**

*Principal Geophysicist
Operations, Fortescue
Metals Group Ltd*



**BRENDA DENBESTEN
(SHE/HER)**

*STEM Empowerment
Coach & Founder of Brenda
Denbesten Coaching*



SHONTELL KETCHELL

*Director, Pandamonium
Films*



BETSY KUO

*Lean Coach, Industry
Mentor, NFP Operations
Specialist*



DIVYA PASUPULETI

*Executive Manager
– Business Strategy,
Transformation and
Enablement, NBN Co.*



KELLY SQUIBB

*Digital Experience Project
Manager, Bunnings*



ANITA TAN

*Psychologist,
Communications
and Board Advisor*



MAGENTA THORLEY

*Manufacturing Planning
Manager, Sunny Queen*

STATE COMMITTEE CHAIRS

NAWO's State Committees are led by a group of committed industry volunteers, each with a strong track record as professionals and leaders in operations.



LYNN JOHNSON
NEWCASTLE REGIONAL
COMMITTEE CO-CHAIR

*DEI Lead AMET
& APAC, CHEP*



CHLOE QUINN
NEWCASTLE REGIONAL
COMMITTEE CO-CHAIR

*Business Manager,
AUSPAC Indirect, Orica*



KIRSTIN REBLIN
NEW SOUTH WALES
COMMITTEE CO-CHAIR

*Head of Operational Excellence
– Mauri, George Weston Foods*



EMILY RYAN
NEW SOUTH WALES
COMMITTEE CO-CHAIR

*Associate Director, Sphere
Infrastructure Partners*



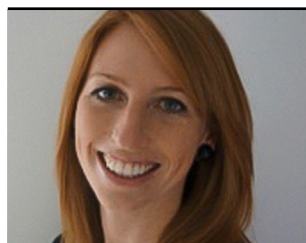
JOSEPHINE RAHMAN
QUEENSLAND COMMITTEE
CO-CHAIR

*Business Improvement
Specialist, Powerlink Queensland*



JEAN STUART
QUEENSLAND COMMITTEE
CO-CHAIR

*Program Manager, Discrete Network
Optimisation – Global, Orica*



JESSICA TAYLOR
REGIONAL QUEENSLAND
COMMITTEE CO-CHAIR

*Business Improvement
Manager, BlueScope*



LESLEY MARCHIORO
SOUTH AUSTRALIA
COMMITTEE CHAIR

*Group Executive - People
& Culture, SAGE Group*



TIM HUNT
TASMANIA COMMITTEE
CO-CHAIR

*Diversity, Equity, Inclusion and
Belonging Specialist, TasWater*



HELEN GOLDSWORTHY
TASMANIA COMMITTEE
CO-CHAIR

*Apprenticeship Field Officer –
Tasmania, BUSY At Work*



AURELIE JONQUET
WESTERN AUSTRALIA
COMMITTEE CO-CHAIR

*Microbiologist / Quality
Coordinator, Lion*



ALEXANDRA PASITOLA
WESTERN AUSTRALIA
COMMITTEE CO-CHAIR

*Land Environment Strategy
Manager, Saturn Metals Limited*



JENNY GILLAM
VICTORIA COMMITTEE
CO-CHAIR

*Director, Jenny Gillam
Consulting*



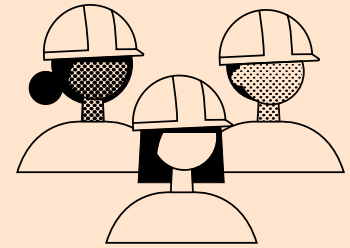
SAMANTHA GOPAL
VICTORIA COMMITTEE
CO-CHAIR

Product Owner, NAB

NAWO's Volunteer Community

WHAT ASPECTS OF BEING A VOLUNTEER FOR NAWO WORK WELL FOR YOU?

“The difference we are making. I love working with the dedicated and passionate NAWO team and other volunteers and the diversity of opportunities afforded by NAWO to volunteer. The culture is so welcoming too.”



● QUOTE FROM A VOLUNTEER IN OUR ANNUAL SURVEY

State and regional committees, staffed entirely by volunteers, plan and deliver the events, site tours, and networking opportunities that give NAWO its national presence. In 2025, 98 committee volunteers drawn from 55 companies served across nine committees in Victoria, New South Wales, Queensland, South Australia, Western Australia, and Tasmania, including dedicated regional committees in Newcastle, Regional Queensland, and the Pilbara.

These committees are led by experienced operations professionals, several of whom have been with NAWO for a decade or more.

80%

OF VOLUNTEER RESPONDENTS
WERE VERY SATISFIED WITH
THEIR EXPERIENCE

92%

SAID VOLUNTEERING
HELPED THEM DEVELOP
NEW SKILLS

96%

OF VOLUNTEERS
PLAN TO CONTINUE
NEXT YEAR



MEMBERS OF NAWO'S NSW AND NEWCASTLE COMMITTEES, AT THE END OF YEAR MENTORING CELEBRATION IN NOVEMBER 2025.

TEN YEARS OF COMMITMENT TO GENDER BALANCE

In 2025, NAWO celebrated a special milestone: six committee members and two board members who reached ten years of volunteer service.

The committee members – Jenny Gillam (VIC), Josephine Rahman (QLD), Jessica Taylor (QLD), Diane Utatao (NSW), Hong Weerasekara (QLD), and Kamini Wijekulasuriya (NSW) – have shaped NAWO's growth at every stage. Alongside them, board members Tania Montesin and Kartini Oei also marked a decade of service.



QUEENSLAND COMMITTEE MEMBERS, JOSEPHINE RAHMAN, HONG WEERASEKARA, AND JESSICA TAYLOR BEING RECOGNISED FOR THEIR TEN YEARS OF SERVICE AT THE COMMITTEE'S END OF YEAR EVENT IN NOVEMBER 2025.

Their journeys reflect the full breadth of NAWO's impact. Josephine Rahman discovered NAWO as a graduate at BlueScope and went on to co-chair the Queensland Committee; she now leads project assurance for Queensland's largest regional development initiative at Powerlink. Jessica Taylor led NAWO's expansion into Regional Queensland, establishing the committee that now stretches from Gladstone to Cairns. Kamini Wijekulasuriya, Operations Manager leading a team of 130 at BlueScope's Port Kembla Steelworks, was named NAWO's 100th Woman in Operations on International Women's Day 2026.

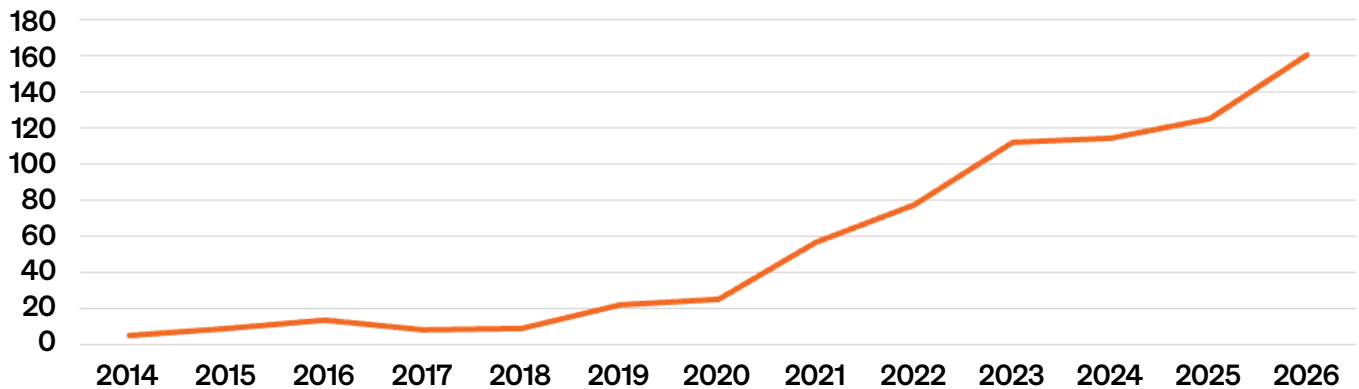
Their stories show what NAWO's volunteer model is designed to enable: people who engage with the network, build their own capability and confidence, and then turn that experience outward, strengthening the community for those who come after them.

NAWO MENTORS

The Mentoring Program is NAWO's single largest volunteer commitment. Since it launched in 2014, 454 people from 207 companies have volunteered as mentors, giving their time, sharing their experience, and creating the safe, structured spaces where mentees build confidence and clarity in their careers.

The growth has been remarkable. From five mentors in the program's first year, the number has grown to 127 in 2025, with 160 signed up for 2026.

Growth in NAWO Mentors



What makes NAWO's mentor community distinctive is the depth of commitment. Almost 30% of all mentors have returned to mentor more than once. Nineteen have served for five or more years, and two have mentored every year since 2019, giving eight years of continuous service.

Among those long-serving mentors are people whose commitment extends well beyond the mentoring circle. Jacob Chretien from Opal, an eight-year mentor, was awarded the Conor O'Malley Mentor of the Year Award in 2024. Greg Suzor, a six-year mentor, was joint winner in 2025 alongside Kylie Jones. Kerry Pronk, also an eight-year mentor, serves on the NAWO Board. Lesley Marchioro, a six-year mentor, chairs the South Australia Committee. Their stories illustrate a pattern that runs through NAWO's volunteer community: people who start in one role often deepen their involvement over time, taking on committee positions, board roles, and advocacy within their own organisations.

Thirty-five people who originally participated as mentees have returned in later years as mentors, choosing to give back the support they once received.



THE 2025 JOINT WINNERS OF THE MENTOR OF THE YEAR AWARD, KYLIE JONES AND GREG SUZOR WITH NAWO CEO LOUISE WEINE, HOSTED BY AMAZON AUSTRALIA IN NOVEMBER 2025.

What's Next

The results in this report reflect what is possible when individuals, leaders, and organisations commit to gender balance: not as an aspiration, but as a practice. In 2026, NAWO will build on this foundation.

The Nine Dials for Gender Balance Assessment Tool, launched in late 2025, will be rolled out across the membership, giving organisations a structured, consultative process for identifying where to focus and tracking their progress over time. Our WGEA benchmarking analysis will enter its second year, building the longitudinal picture that allows NAWO and its members to see not just where they stand, but whether the needle is moving.

The Mentoring Program will welcome its largest cohort yet, with 160 mentors signed up for 2026. The Inclusion Habits for Operations Leaders Program and GEM Program will continue to build inclusive leadership capability across the network. And NAWO's DEI consulting service will deepen its work with member organisations, helping them translate commitment into the structural and cultural changes that drive measurable outcomes.

None of this work happens in isolation. Gender balance in operations is a shared responsibility, and NAWO exists to make that shared effort practical, evidence-based, and connected.



Be Part of the Change

NAWO membership is open to organisations and individuals who want to be part of a national network driving gender balance in operations.

Corporate membership gives your organisation access to NAWO's full program portfolio: the Mentoring Program, Inclusion Habits for Operations Leaders Program, GEM Program, DEI consulting, the Nine Dials for Gender Balance framework and Assessment Tool, Executive Forums, and a growing library of resources, case studies, and benchmarking insights. It also signals something that matters: a visible, active commitment to building inclusive, gender-balanced workplaces.



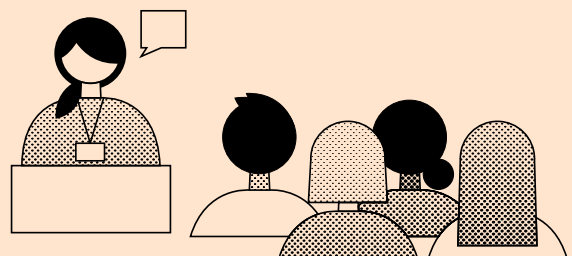
Individual membership connects you to a cross-industry community of women and gender-diverse professionals, with access to events, Career Club, networking, and resources designed to support your career in operations.

Volunteering with NAWO, as a mentor, committee member, or program contributor, is one of the most direct ways to drive change. Our volunteer community is the engine behind everything in this report.

To learn more or join the NAWO network

● VISIT NAWO.ORG.AU

● EMAIL INFO@NAWO.ORG.AU



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

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.