



FOR OBSERVERS

PROGRAM HANDBOOK

MELBOURNE 2021

“The Observership Program is in my opinion an outstanding way for the future directors of all levels of Australian business to gain experience in what to do and indeed what not to do around the board table.”

David Gonski AC (Patron, The Observership Program)



CONTENTS

Welcome	03
Program Overview	03
Training	08
2021 Observership Program – A Snapshot	12
For Not For Profits	16
Observer Profiles	18
Legal Responsibilities as an Observer	35
Our Governance	36
Contact Us	36



“The Program is a way to connect talented emerging leaders and the not-for-profit community in a structured and meaningful way.”
Jonathan Gavshon, Founder and Chair, The Observership Program

WELCOME

CONGRATULATIONS. YOU ARE IN FOR AN EXCITING YEAR...

We want to take the opportunity to thank you. We understand that you are in a busy phase of your career and that you have chosen to give a portion of your precious time and talent to the NFP sector. We trust that you will find it a rewarding and enriching experience.

JONATHAN GAVSHON
Founder and Chair

CATHERINE REISER
Director, Melbourne Program

PROGRAM OVERVIEW

Founded in 2014, The Observership Program facilitates the involvement of talented and energetic individuals with a diverse range of skills and backgrounds in a structured experience on not-for-profit boards. It is a powerful tool to engage emerging community leaders while giving participating not-for-profit boards insight into the next generation’s perspective. Over 680 Observers have participated in the Program, observing on the boards of over 240 not-for-profit organisations.

The Observership Program has run in Sydney since 2014 and in Melbourne since 2017.



GENERAL INFORMATION

THE PROGRAM RUNS FEBRUARY – DECEMBER 2021

Participation in the Program requires you to attend all training sessions, board and subcommittee meetings. You are an ambassador for The Observership Program and failure to demonstrate adequate commitment jeopardises opportunities for future candidates.

Please confirm all board meeting and other key dates directly with your organisation and diarise meetings accordingly.

Please notify your employer of your participation in the Program to ensure their support when leaving the office early to attend training sessions or board meetings.

Your placement as an Observer will conclude at the beginning of December 2021 or with your attendance at your organisation's final board meeting for 2021. At the end of the Program, The Observership Program will liaise with each organisation regarding the placement of a new Observer for 2022, so any further involvement with your organisation will be based on mutual agreement and outside of the formal Program.

BOARD LIAISON

Each participating board is asked to identify a Board Liaison who is responsible for being the point of contact for the Observer and for The Observership Program. If your board has not identified one for you before your first board meeting, please contact your Program Director.

Please contact your Board Liaison with any questions about serving as an Observer on the board, including details for board meetings, board expectations of their Observer, behaviour and board culture.



“What I valued most was that the Program provided a supported introduction to what it means to be a board member. The combination of quality boards from which to gain firsthand experience and training from the highly respected AICD is a winning one.”

Dr Sarah Wenham (McKinsey & Company). Sarah was appointed to the board of Diabetes Victoria following the 2017 Program.

PREPARATION FOR PROGRAM COMMENCEMENT

Prior to your first board meeting or the first Observership Program training session, whichever occurs earlier, please make sure you have completed the following;

1. Police Check: Provided your proof of identity documents, uploaded your consent form and completed the online form following notification received from Belinda Da Silva.
2. Familiarised yourself with the confidentiality terms of the Program.
3. Diarised all board meetings and training sessions for the year.
4. Informed your board chair or board liaison of any conflicts regarding board meetings.
5. Informed the Program of any extenuating circumstances preventing attendance at any training session.

If a board meeting and training session are scheduled for the same time, please inform the Program and your board contact. In case of this conflict, while the final decision will be yours to make, the Program recommends attending the board meeting. Please feel free to discuss with Catherine Reiser, Director, Melbourne Program.



EXPECTATION AND ESSENTIAL INFORMATION

WHAT YOU CAN EXPECT:

- High level training for not-for-profit directors delivered by AICD and The Ethics Centre.
- A year-long program to build your experience and confidence in serving on a not-for-profit board.
- Access to experienced Board directors from both the not-for-profit and for-profit sectors.
- Possible involvement in a strategic project or board subcommittee.
- Networking opportunities with fellow and former participants in the Program. The Observership Program will connect you with the previous year's Observer on your organisation's board.
- A rewarding professional development experience that facilitates your contribution to society in a meaningful way.

NEED TO KNOW:

- Discussions that occur at board meetings are confidential. It is essential that Observers understand and respect this confidentiality. As part of your application to The Observership Program you accepted a confidentiality agreement and it is essential that you abide by the terms of this agreement.
- Please handle your role with sensitivity and only speak if either the Chair invites you to contribute or if it becomes clear that your opinion is welcome in general boardroom discussion. We encourage you to check in with the Chair or your board contact person prior to your first board meeting to discuss expectations, content and delivery of your contributions.
- Your presence at board meetings is at the discretion of the Chair. There are some circumstances where it will not be appropriate for you to attend or participate in a board meeting or discussion. We have agreed with each Chair that in extreme cases, the Observer may be asked to leave. Please handle this request sensitively.
- We encourage you to ask the Chair or board secretary to minute that you are attending each meeting by invitation in the capacity of Observer.
- Do NOT vote in any voting matters even if asked to do so by the Chair.
- Make it clear in all dealings that you are an Observer. For example, it is recommended that when contributing to discussions you highlight your role in the following way: "In my capacity as Observer, I think that..."
- While being offered a formal board position at the conclusion of the Program can happen, it is not a pre-requisite for a not-for-profit organisation to participate in the Program and should not be an expectation of Observers.
- Our training course is designed to provide an overview of the key topics relevant to not-for-profit directorship and governance, as part of a combined experience of the theory and practice of not-for-profit directorship. AICD runs more in-depth courses for those interested.

Establishing open and direct communication early on with your Board Liaison is the key to a successful Observership. Take responsibility for asking questions, clarifying expectations on both sides and in the event of any issues arising or advice needed, please contact your Program Director.

“My time as an Observer was one of the most productive professional development experiences I have ever had. The ability to gain an insight into a Board operation and to be so well looked after and mentored by the Chair will absolutely stay with me as I progress professionally.”

Tara Prowse, Melbourne Observer 2019



WE ENCOURAGE YOU TO CONTACT US IF:

- You are having trouble fulfilling your obligations to attend training and/or board meetings
- There is anything untoward, including inappropriate behaviour that occurs at your meetings that is cause for concern
- You are being asked to excuse yourself from meetings on a frequent basis
- You are not receiving a full set of materials
- You have any general concerns about your participation

We will treat the matter with utmost confidentiality and contact the organisation on your behalf to resolve these matters if appropriate.

FEEDBACK

Throughout the year we will be conducting feedback via online surveys, during the training sessions and/or by calling you directly. We appreciate your provision of any feedback requested in the specified time. Your feedback is critical for the future success of the Program. We will do the same with the participating organisations.

We also encourage you to contact us directly with any specific feedback or questions you have at any time throughout the year.

Catherine Reiser, Melbourne Director

TRAINING

The Training Program is a combination of formal education sessions provided in a partnership with our strategic partners the Australian Institute of Company Directors (AICD) and The Ethics Centre, that encompasses key subject areas important for not-for-profit governance and networking sessions with high profile guest speakers..

“The training program was fantastic, and I have been highly recommending it to friends and colleagues. The content was relevant and timely and enhanced the board observation. The training has also been relevant for my day job and provided me with a new perspective and approaches to consider in my work.”

Evelyn Du Mont, Melbourne Observer 2018

KEY DETAILS

There are nine sessions in the training program during the year, some are held online and others in the CBD. Online sessions are 90 minutes in duration and begin at 6pm. Face to face sessions begin with light refreshments and networking at 5.30pm with formal training between 6pm and 8.30pm.

Training sessions encompass key subject areas essential for not-for-profit governance, including:

- Directors' duties and responsibilities;
- Finance;
- Strategy
- Risk; and
- Ethics

Guest speakers with significant experience on both not-for-profit and for-profit boards are invited to share personal and professional insights with Observers at training sessions.

All sessions are **MANDATORY**.

If under extenuating circumstances, you are unable to attend any of the sessions please contact us. This includes arriving late or leaving early. Access to the training venues after hours can be restricted so latecomers will not always be able to enter easily.

Information about the Program's scheduled training sessions has been sent to all Observers. Any changes to these sessions will be communicated. Special events and sessions will be communicated separately.

“It is the theoretical, tailored training component, added to the practical experience of sitting on a board as an Observer for a year that makes The Observership Program unique in this country.”

Cathy Robinson, CEO,
The Observership Program

OUR TRAINING PROVIDER (AICD)

AICD develops the content and materials for The Observership Program training sessions and provides us with their expert facilitators. AICD's vision is to strengthen society through world class governance.

Biographies for facilitators can be found on Page 11 of this Handbook. Where available, links to webinars and other course materials will be distributed via AICD's database.

AICD's principal activities include:

- Education;
- Conducting professional development programs and events for boards and directors;
- Producing publications on director and governance issues; and
- Developing and promoting policies on issues of interest to directors.

The AICD has more than 43,000 members including over 1,700 internationally. Members include directors from such diverse organisations as ASX-listed companies, government bodies, not-for-profit organisations, charities, family-owned/private companies and entrepreneurial ventures.

The AICD has agreed to waive the membership joining fee of \$220 for participants in The Observership Program. If you are interested in joining and would like to take advantage of this benefit, please contact Catherine Reiser.



Phil Butler, Sector Leader, NFP, AICD

OUR TRAINING PROVIDER (THE ETHICS CENTRE)

The Ethics Centre is proud to contribute to The Observership Program as a Strategic Partner and a provider of specialist ethics training for the Observer cohort. The Ethics Centre is a non-profit organisation founded 30 years ago to raise the ethical standards of Australian business. The organisation has grown to encompass a broad spectrum of activities including consulting, education and training, counselling, thought leadership and major events. They've provided ethics tools and training to the military, primary schools, trade unions and non-profits. Many of Australia's largest companies have called on The Ethics Centre for specialist advice and insights.

For the past decade, The Ethics Centre has presented the popular IQ2 debate series and the internationally renowned *Festival of Dangerous Ideas*. The Ethics Centre operates Ethicall – a free helpline available to anyone struggling with an ethical dilemma – and they recently launched a new corporate membership program, The Ethics Alliance. To find out more about The Ethics Centre, visit www.ethics.org.au.



TRAINING TIMETABLE TO MELBOURNE 2021

Online sessions will be held from 6.00pm – 7.30pm. Face to face training sessions will be held from 5.30pm arrival for a 6.00pm start and concludes at 8.30pm, unless otherwise advised.

DATE	TOPIC	LOCATION	GUEST SPEAKER/ FACILITATOR
TUESDAY 23 FEBRUARY	2021 Launch Event	NGV International, 180 St Kilda Road, Melbourne	Helen Szoke AO and a panel of former Observers
THURSDAY 4 MARCH	Duties and Responsibilities for NFP Directors	Online session	Nic Carr, AICD Facilitator
THURSDAY 18 MARCH	Finance for NFP Directors	Online session	Nic Carr, AICD Facilitator
THURSDAY 25 MARCH	Strategy for NFP Directors	Online session	Nic Carr, AICD Facilitator
THURSDAY 22 APRIL	Risk for NFP Directors	Online session	Nic Carr, AICD Facilitator
THURSDAY 6 MAY	Ethics in Governance	Online session	Dr Simon Longstaff AO Executive Director, The Ethics Centre
TO BE CONFIRMED	Ethics in Governance – Practical Application	To be confirmed	To be confirmed
THURSDAY 9 SEPTEMBER	Joining a Board and Networking with Alumni	Pricewaterhouse Coopers – 2 Riverside Quay, Southbank	To be confirmed
THURSDAY 18 NOVEMBER	End of Year Networking event	Pricewaterhouse Coopers – 2 Riverside Quay, Southbank	Jonathan Gavshon Founder and Chair, The Observership Program

THE COURSE FACILITATORS

The Observership Program is rigorous in the selection and management of facilitators, all of whom have formal qualifications and experience in the subject area, have undertaken corporate governance development, hold directorships or work closely with a variety of boards and are experienced facilitators. Facilitators are evaluated by participants at the end of each session.

NICHOLAS (NIC) CARR GAICD – AICD FACILITATOR

Nic Carr is an experienced chair, director, consultant and facilitator. He has experience in the private and public sectors having worked with large proprietary companies, unlisted public companies, private family businesses, Government entities and not-for-profit organisations.

Nic spent 20 years in legal practice with a mid-tier law firm, 16 years of which he was Managing Director. Since 2007 Nic has operated as a consultant in his own business and in association with other consultants including TPPG Pty Ltd and Thoughtpost Governance Pty Ltd, working with boards and businesses in reviewing performance, developing strategies, formulating governance and risk frameworks, and providing advice on management / governance systems and procedures.

Nic was a director of the Geelong Football Club between 2006 and 2013 during which time the club won three premierships and delivered several core stadium outcomes, all of which have established the club as a leading professional sporting club in Australia. Nic was also a long-term member (including chair) of the Australian Law Firm Management Group.

Nic has an economics degree, a Bachelor of Laws, Masters of Business Administration and is a Graduate of the Australian Institute of Company Directors.

Nic has been a facilitator with the Australian Institute of Company Directors since 2010. He has delivered courses on directorship, governance, finance, directors' duties and responsibilities, risk and strategy, and the board's legal environment across the private, public and not-for-profit sectors.

DR SIMON LONGSTAFF AO FCPA – EXECUTIVE DIRECTOR, THE ETHICS CENTRE

Simon Longstaff began his working life on Groote Eylandt (Anindilyakwa) in the Northern Territory, a community he is proud to have kinship ties to. After studying law in Sydney and teaching in Tasmania, he pursued postgraduate studies in philosophy as a Member of Magdalene College, Cambridge.

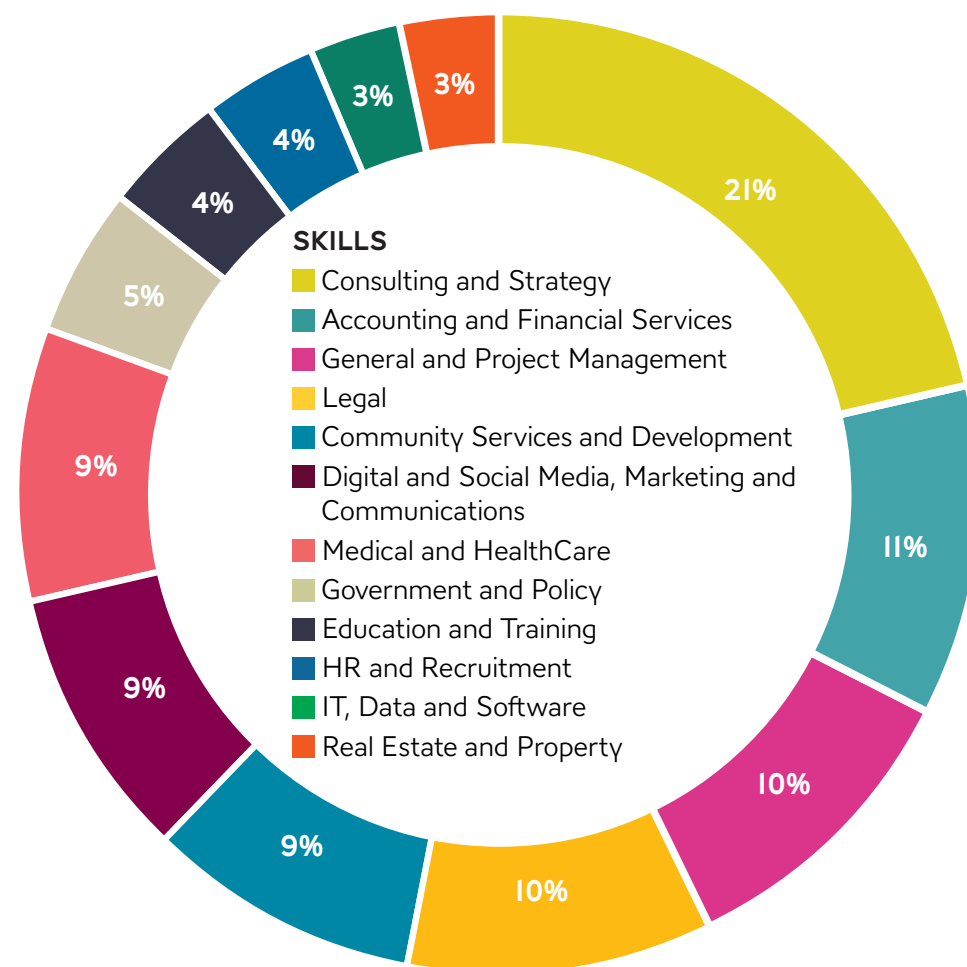
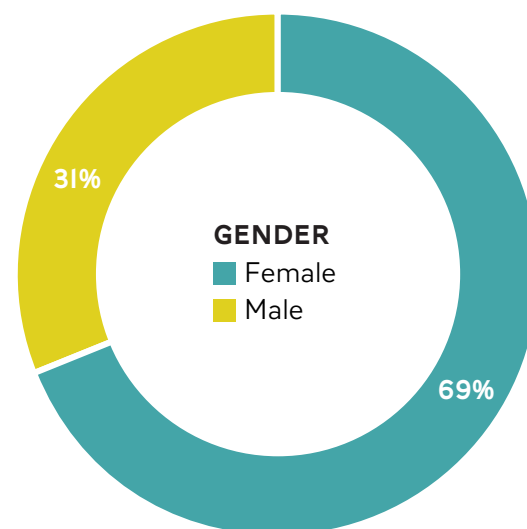
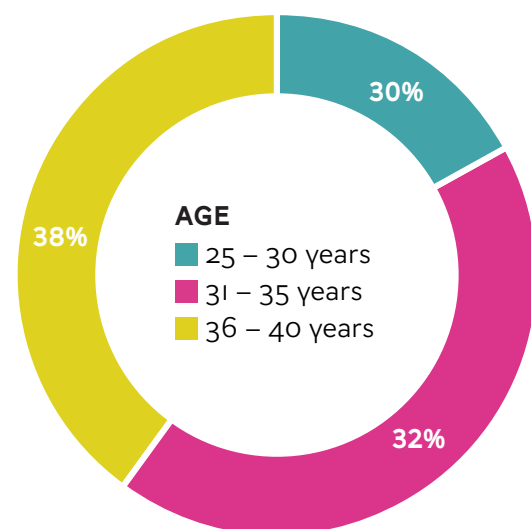
In 1991, Simon commenced his work as the first Executive Director of The Ethics Centre. In 2013, he was made an officer of the Order of Australia (AO) for *"distinguished service to the community through the promotion of ethical standards in governance and business, to improving corporate responsibility, and to philosophy"*.

“The Observership Program is a unique opportunity for young people to experience the complexity of governing a not-for-profit organisation whilst also offering the opportunity to utilize the skills and enthusiasm of the Program participants. It's a real win/win.”

Phil Butler, Sector Leader, Not-for-Profit, AICD.

2021 OBSERVERSHIP PROGRAM – A SNAPSHOT

THERE ARE 97 OBSERVERS PARTICIPATING IN THE PROGRAM.
A BREAKDOWN OF THE PROFILE OF THE COHORT IS BELOW



STRATEGIC PARTNERS

AUSTRALIAN
INSTITUTE
of COMPANY
DIRECTORS



CORPORATE PARTNERS



McKinsey & Company



GOVERNMENT PARTNERS



The Victorian Rural Women's Network is proud to partner with The Observership Program as part of its Victorian Rural Women's Leadership and Mentoring Program.

PARTICIPATING BOARDS



FOR NOT FOR PROFITS

We are delighted to be working with you for the 2021 Program. This information is intended as a helpful summary of what's involved for a board participating in the Program. It also offers ways of maximising the value of participation for organisations and extending learning and development for Observers based on the experiences of boards participating in the Program over a number of years. We hope you find it useful.

ESSENTIAL INFORMATION FOR PARTICIPATING BOARDS

- Organisations are paired with Observers for a 12-month period. Observers are selected and carefully matched with organisations, based on nominated skills and/or profile preferences.
- The Observership begins with the first board meeting of 2021 and finishes with the last.
- As part of the application, Observers agree to the Program's confidentiality terms. Organisations are at liberty to request a copy of the signed terms and/or to ask Observers to sign the organisation's own confidentiality agreement.
- The Program conducts a police check for all Observers. Observers are advised that organisations may also seek additional checks such as working with children checks.
- During the Observership year, organisations facilitate Observers attending all board and any relevant subcommittee meetings as non-voting members so they can both contribute and learn about fundamental principles and functions of not-for-profit boards, the role of board members, the decision-making process and governance priorities.
- Observers participate in a training program alongside their board Observership. AICD facilitates four sessions and The Ethics Centre, two sessions. Further sessions facilitated by the Program feature keynote speakers with opportunities for networking and attendance is mandatory. Please go to page 10 for an outline of the training program.
- The 2022 Board Participation Agreement is here.

HINTS FOR ENGAGING OBSERVERS

The Program is not prescriptive about the ways boards engage with their Observers. For new boards and others looking for new ways to engage their Observers, here are some examples of a variety of ways boards engage with their Observers:

- The Chair/Board Liaison meets their Observer prior to the first Board meeting to induct the Observer into the organisation and the operations of the board;
 - If a board induction pack is available, do share with the Observer. A formal or informal induction, advising on both your board culture and expectations of your Observer's participation in meetings prior to the first board meeting fast-tracks learning and engagement;
 - Areas of potential contribution are best discussed either prior to, or in the early stages of the Observership to set expectations and lay the foundations for the best possible Observership experience for all parties;
 - Joining a sub-committee and/or special strategic project at the beginning of the year provides an opportunity for the Observer to engage with meaningful work undertaken by the board and their engagement with and contribution to the organisation.
- It is at the Board's discretion to solicit input from the Observers during meetings. All Observers are briefed to contribute once invited to do so on the terms provided by the organisation. These could include:
 - As and when invited to do so by the Chair;
 - As and when the Observer feels they have something to offer;
 - Some boards set aside time at the end of the meeting for the Observer to reflect on discussions and to share perspectives.

THE PROGRAM STIPULATES THAT:

- Board minutes note that Observers are present in the capacity as Observers and not as Directors. When a vote is taken, please make clear that Observers do not vote;
- Where a training session clashes with a board meeting, Observers are advised to prioritise Board meetings;
- Feedback calls with Observers take place early in the board cycle to check everything is on track;
- A call will be scheduled with the Board Liaison for feedback on your Observer and to ascertain ongoing participation of your board in the 2022 Program;
- Board Liaisons are asked to contact the Program in the event any issues arise, including any non-attendance other than due extenuating circumstances for which an apology is received.

BENEFITS OF PARTICIPATION:

- Participate in developing the next generation of leaders in the non-profit sector;
- Inject a fresh perspective into the boardroom;
- Looking at the year ahead, strategically select an Observer with a particular skill set eg: New technology, data analytics, Digital marketing/coms, social media, law, finance, government policy etc. to assist with specific areas of board work;
- Engage through the "matching process" with a diverse pool of emerging leaders with a view to addressing any areas of board underrepresentation;
- Involve your Observer in a hands-on strategic project to deliver concrete benefits to the organisation;
- Invite your Observer to contribute in areas relating to their skill set through subcommittee involvement;
- Strengthen your board renewal strategy with no ongoing commitment to retain the Observer at the end of the 12-month Program;
- Retain the option to invite your Observer to join the board at the end of the 12-month period and/or invite them to stay on in an advisory or voluntary capacity;
- Recruit from the Program's 700 "board ready" alumni pool who are actively seeking ongoing and meaningful engagement with the Not-for-Profit sector;
- Use the Program as a tool to develop the organisation's own leadership stream by encouraging emerging leaders from within the organisation to apply to be placed with other Not-for-Profit boards.

Please contact:

THE OBSERVERSHIP PROGRAM'S MELBOURNE DIRECTOR:

CATHERINE REISER

Email: catherine.reiser@observership.com.au

“As a participating board over a number of years we continue to reap the benefits of being involved. We recognise the importance of selecting an observer with the right experience relevant to our strategy, operations and focus at that time. We involve the Observers as much as we can in the organisation, encouraging contribution at each board meeting and through seeking their input in areas where their skills lie.”

David Pumphrey, Director, Foundation for National Parks and Wildlife – Participating in 2014, 2015, 2016, 2017, 2019, 2020 and 2021

OBSERVER PROFILES



CALEB ADAMS Caleb is a proud Wulli-Wulli man, with a strong interest in sustainable development. Caleb is undertaking a Master of Development Studies at the University of Melbourne having completed a Bachelor of Environmental Engineering (Hons) from Griffith University. He works at Lendlease, focussing on climate transformations, sustainability and First Nations economic development in the property sector. He is a member of the Red Cross Victorian Youth Advisory Committee and the World Economic Forum Global Shapers Melbourne Hub, reflecting his interest in addressing complex and challenging problems that contribute to tangible environmental sustainability outcomes and stronger communities.



ASSAF AMBAR Assaf is a management consultant and works as a Principal at Boston Consulting Group. He has experience in the Technology, Media and Digital Media and Telecommunications industries and supports large companies with their growth and innovation efforts. Assaf has held various positions, mostly in media and technology companies such as Google. Assaf holds a B.A. in Business Administration, Marketing and Information Technologies, is a marathon runner, enjoys good food and wine and is passionate about technology innovations that help improve our lives. Assaf lives with his partner and two kids in Melbourne.



KYLIE APPEL Kylie is passionate about social entrepreneurship. She strives to make a positive long-term impact through serving the needs of the community. Kylie is the Senior Engagement Manager at the Jewish Arts Quarter - a new home for Jewish life and culture in Melbourne. She is a Board Executive Member of UIA Victoria advocating for the needs of people in Israel. Previously, she was the Executive Officer at TOM: Melbourne - a global humanitarian movement supporting innovation in the disability sector and a member of the leadership steering committee, as head of Marketing at the Jewish Museum of Australia.



TEHANE BARDOLIA Born in Zimbabwe, Tehanee migrated to Australia when she was ten and studied media, law and French at the University of Melbourne as well as publishing at Columbia University. Tehanee is currently Legal Counsel at RMIT University and a volunteer lawyer and migration agent at Refugee Legal. She previously worked as a solicitor at Herbert Smith Freehills and secondeed lawyer at Justice Connect. She is an avid reader and enjoys painting, drawing and practising yoga. Tehanee is passionate about social justice and hopes to use her legal and creative experiences to have a meaningful impact on those in need.



JENNIFER BEER Jennifer has enjoyed a diverse career spanning veterinary medicine and surgery; community development and engagement; international sport; co-founding and chairing an NFP; roles in strategy, transformation and product delivery in a large corporate, and most recently leading the development and implementation of the regional and remote Education and Health strategy for nbn. Growing up in Perth, WA, Jen moved to Melbourne in 2015 to complete her MBA at Melbourne Business School as part of a joint Telstra/MBS scholarship. She is also an alum of the MURRA Indigenous Business Master Class and of ISEAD High Impact Leadership Program.



SHANI BEN HUR Shani is a qualified development professional, with expertise in the fields of funds and grants. Shani has experience in research, grant applications and resource development strategies. She has an excellent understanding of the Not-For-Profit sector with experience working at Diaspora Action Australia and currently working as Development Officer at NCJWA Vic. Graduate of Master of International Development Studies at University of Melbourne, Shani is passionate about community development and social change. She possess strong analytical and research abilities which she uses to promote her main passion for gender equality.



SHOSHANA BERKOVITS Shoshana is a Human Resources Generalist with experience across various industries. Shoshana currently works at Sleeping Duck and has previously worked at ANZ Bank, Dorevitch Pathology and the Western Bulldogs football club. Shoshana is an active member of the Jewish Community, has sat on the board of Ohr David Shule and volunteers at her children's school regularly. She is committed to using her experience in HR to give back to the Jewish community. Shoshana holds a Bachelor of Commerce and a Postgraduate in Human Resources.



TILLEY BOLEYN Tilly is a massive nerd, curious about the world and everything in it. Her background is in museums, education, broadcasting and research. Originally a microbiologist, Tilly ran from the lab to the ABC, where she discovered a talent for science gossip – talking about other people's science. She's curated exhibitions on medicine, experimentation, the voice, sustainability and is currently working at Science Gallery Melbourne on the opening show: MENTAL. She's delighted by blurring the boundaries between science and art and doing things she's told aren't allowed. Tilly's a community collaborator, diversity advocate, ambitious to affect change in society.



CAROLINE BOMMES Caroline is Brand and Marketing Manager at ENGIE ANZ, the world's largest independent energy producer. In her role she manages and defines the delivery of the company's ANZ brand strategy and is responsible for the development and delivery of the marketing strategy for key segments, including post acquisition re-branding. She has extensive knowledge in building marketing functions from the ground up. With over ten years' experience working in the energy and engineering fields, Caroline has a wealth of knowledge in positioning and marketing low-carbon technologies for global businesses. Caroline is currently completing her MBA at Monash University.



SHELLEY BOURKE Shelley is a farmer who runs a cattle and sheep property in Breakaway Creek in south west Victoria with her husband and three boys. With over 15 years' experience as a HR generalist working in local government, not for profit and pharmaceutical industries, she is proficient in managing people and culture issues, with a focus on contemporary learning and development and employee wellbeing initiatives. As a strong collaborator, Shelley maintains relationships with key stakeholders and drives positive cultural change in her areas of passion of inclusion and gender equity in her role as volunteer, HR professional and farmer.



SHONA BRADY Shona is a Director at PwC Melbourne. She specialises in advising organisations on how to build robust risk, control and governance frameworks, thereby helping protect their reputation within the market. She has over fifteen years' experience in management consulting, in Australia and the United States. Shona has volunteered her time and resources across the Not for Profit sector and numerous charities. In her spare time, she enjoys BoxFit and musical theatre.



ENYA CAI Enya is a Senior Policy Adviser at the Victorian Department of Premier and Cabinet. Her role is focussed on implementing the Gender Equality Act 2020, a landmark piece of legislation for Victoria. Previously, Enya was the EY Oceania Diversity and Inclusion Advisor where she developed policies, strategies and initiatives across gender, cultural diversity, diverse abilities, LGBTIQ+ and more. Enya originally joined EY as a Consultant, recommending process improvements for public sector clients, which laid the foundations for her purpose-driven career. Enya is also on the Diversity Council of Oaktree Foundation and is a passionate supporter of the Arts.



MARY CHACKOLA Mary is an Acquisition & Growth Manager with experience across both the Australian and UK markets. Mary is dedicated to using her skills in project management and fundraising to create positive change for her community. Mary most recently led the strategic development of Cancer Council's national Daffodil Day Direct Mail Appeal. Prior to entering the NFP industry, Mary spent her formative years in retail marketing working for Woolworths and Metcash. Mary holds a Bachelor of Business Management (Marketing) from RMIT University and is passionate advocate for diversity and inclusion. Outside of work Mary enjoys films, painting and travel.



HUHU CHEN Huhu is a sports administrator with over 9 years' experience in the sports and recreation industry. He has a vast range of management and leadership experience in Australian and Sweden, where he lived for a number of years. Huhu has managed his own business unit and led teams to medals at the Australian Figure Skating Championships. Huhu is qualified with a double Bachelor of Business from Monash University and currently undertaking an MBA Program at Melbourne Business School. He also volunteers as a mentor at Carlton Primary School and is passionate about sport, health and well-being.



TAIDANYASHA CHIGOGORA Taida works as a Therapeutic Youth Worker and a Behavioural Therapist for children on the Autism Spectrum. Her drive to seek opportunities, where she can use her creativity is what has pushed Taida to apply herself to great initiatives with a humanitarian focus. In her previous role as a Communications and Community Relations Associate at GlaxoSmithKline. In her role, she assisted in the development of various corporate -community partnerships and initiatives to educate and empower HIV positive people in Australia. In her spare time, Taida seeks opportunities where she can advocate for international students and other youth of migrant background.



GAVIN CHUNG Gavin is a data analytics professional with experience in Retail, FMCG and Aviation. He is passionate about helping organisations better understand their customers based on the data they have collected and using insights to drive business operations and marketing. Gavin has worked for Virgin Australia and at Quantum, a leading Australian data analytics firm. He spent time supporting the Aboriginal Investment Group secure funding for their Remote Laundries Project. Gavin holds an MBA from Melbourne Business School and a Bachelor of Science (Advanced) from Australian National University. In his spare time, Gavin enjoys cooking, knitting and travelling.



JAYDEN CROZIER Jayden is a member of the Kuku Yalanji, Kalkadoon and Girramay peoples from North Queensland. He is an Arts/Law (Honours) student at Monash University. He has a particular interest in public policy design and implementation. Jayden currently works as a public affairs advisor at Bupa Australia and New Zealand. Additionally, he has experience with DFAT interning at the United Nations Human Rights Council in Switzerland, with Victoria Legal Aid and in the union movement. He hopes to use his legal, policy and political advocacy skills to push for policy reform and better outcomes for his community.



LUCILLE DANKS Lucille is a management consultant who is passionate about improving the effectiveness of Australian not-for-profits. An economist by training, Lucille started her career at the Grattan Institute, where she authored reports on health, transport and cities policy. Her current work focuses on the public and not-for-profit sectors, and spans strategy, analytics and operational improvement projects. Passionate about effective social, education and justice services and the catalytic effect that high quality, community-based support can have, Lucille has volunteered with Edmund Rice Camps, Youth Without Borders and Orange Sky Laundry.



EMILY DARNETT Emily is a provisional psychologist working at a Muslim school for years K - 12. Emily also works as a researcher for two separate companies and tutors Indigenous university students. Emily is currently undertaking a Masters of philosophy at the University of Sydney and plans to obtain a PhD in Indigenous mental health in years to come. Emily loves to volunteer within the not-for-profit sector and if she can volunteer whilst travelling, that is magical.



ANNABEL DAVIES Annabel is a Senior Agribusiness Manager with NAB's Melbourne Corporate Agribusiness Team. She provides banking and financial advice to large-scale agricultural enterprises working with a broad range of agricultural industries. Annabel has completed the Bachelor of Agriculture from the University of Melbourne and the Master of Business Administration from Melbourne Business School. She has previously been Secretary of the VFF Young Agribusiness Professionals and held a Board position with Cultivate Agribusiness. Annabel is an avid reader and enjoys netball, steak and wine.



PEARCE DELPHIN Pearce is a cyber security and risk specialist at PricewaterhouseCoopers, with extensive experience working with large organisations to improve their information security governance, risk management and compliance obligations. Pearce is passionate about improving Australian organisations' cyber security resilience amidst the ever-changing threat landscape. Pearce holds a Bachelor of Business Information Systems from Monash University, and in his free time enjoys drinking coffee and travelling around South East Asia.



MONG LINH DO Linh has spent the last decade in climate action with experience across advocacy, media and social enterprise. She is currently the Bertha Fellow at Plan International Australia where her portfolio of work allows for her to combine her passion with her professional skills to strengthen civic institutions to achieve climate justice through tackling social inequality. Prior to this, she led the Australia and Pacific office for Climate Reality, Al Gore's leadership program. Linh previously served as the editor-in-chief at The Verb, an environmental newswire service, where she covered the Paris Agreement negotiations.



JENNY EMENY Jenny has a PhD in ecology from Deakin University and twenty years' experience in land and natural resource management. She has worked in local government for 14 years, currently in strategic planning, where she has helped develop a number of long term strategic plans. She has recently established policy to recognise the significant value of the Merri River corridor in the development of Warrnambool's open space network. She is a passionate volunteer in Landcare and reserve management, as well as contributing to regional advisory roles. She has recently completed AICD governance training through a Women in Leadership grant from DELWP.



AOIFE FARMER Aoife is an analyst at the Victorian Department of Treasury and Finance shadowing the Department of Health and Human Services. She has extensive experience in government finance and analytics of social policy resourcing. Aoife is committed to improving outcomes for vulnerable cohorts in Australia, previously leading the Budget team at the Community Services Department, Canberra. Aoife holds a Bachelor of Science in Accounting from the Queen's University of Belfast and is currently studying an Executive Master of Business Administration with RMIT University. She loves the great outdoors and has been cycling, skiing and surfing her way around Australia.



ANDREA FERNANDES Andrea is a business process manager with experience in project and business support management at a youth health not-for-profit organisation. Andrea is dedicated to strengthening business acumen through systems and processes, staff development, and sustainable funding streams in the social purpose sector. She has previously worked in employment services, fundraising, and tertiary education. Andrea holds a Bachelor of Arts/Bachelor of Commerce with First Class Honours for research on 'Diversity and Social Inclusion' from Monash University and an MBA from UNSW, specialising in Social Impact. She enjoys quality time with family and friends, reading, travelling, and dancing.



MELANIE FINEBERG Melanie is a passionate marketing communications professional with 20 years' experience in the government and Not-For-Profit sectors in Australia and London. Currently the Executive Manager of Social Marketing & Communications at VicHealth, Melanie has spent her career leading teams to deliver a range of high-profile behaviour change campaigns. From encouraging people to be safer on the roads and at work, to supporting people to make healthier choices and raising funds for life-saving research, Melanie's goal has always been to have a positive impact on people's lives.



AMIE FRYDENBERG Amie is a Special Counsel at Lander & Rogers, specialising in employment law. She is an Accredited Specialist in Workplace Relations and sits on the LIV accreditation committee. Amie's particular areas of expertise are workplace sexual harassment, discrimination and bullying, and unfair dismissal and general protections disputes. Amie regularly presents to and trains clients in appropriate workplace behaviour and has a strong interest in the equality of women in the workplace and flexible work structures. Outside of work, Amie has two delightful children and a wide network of family and friends who keep her busy, supported and full of happiness.



AMELIA GATES Amelia is a Senior Advisor with the Victorian Department of Environment Land Water and Planning, leading the development and implementation of new ways of working. Amelia is committed to helping organisations better plan, design and deliver projects and services, unlocking the value of iterative, small scale development and placing end-users at the centre. She has previously worked for Relationships Australia NSW, SafeSteps, and the United Nations. She has a Masters (LLM) in International Law, specialising in human rights. Amelia enjoys playing piano, golf, and netball, reading literary fiction and drinking craft beer.



BENJAMIN GEBERT Ben is a values-driven partnership broker with experience across finance, education and government sectors. Ben's engagement with TAFE Gippsland sees him building partnerships that facilitate greater educational and work attainment outcomes for all Gippslanders. His secondment to Food & Fibre Gippsland (in partnership with the Latrobe Valley Authority) sees him project managing the Gippsland Smart Specialisation Strategy's food and fibre stream, a government regional development initiative aimed at further strengthening Gippsland's \$7bn agriculture industry. Ben volunteers on the board of his local Neighbourhood House providing individuals with the resources to realise their potential.



YAAKOV GLASMAN Rabbi Yaakov Glasman earned his master's degree in Hebrew Letters in 2003 and in 2011 he was appointed senior rabbi of the St Kilda Hebrew Congregation. He served as President of the Rabbinical Council of Victoria from 2009 until 2012 and is currently President of the Rabbinical Association of Australasia. He has a keen interest in Interfaith dialogue and presents to a wide variety of audiences on a range of religious, social and communal issues. In 2018, he became the first religious leader to speak at TEDx Melbourne. Yaakov enjoys politics and is an avid and unashamed Collingwood supporter.



BIANCA GOEBEL Bianca is a social advocate for the empowerment of youth, women and those from culturally and linguistically diverse backgrounds, and the innovation of economic systems to facilitate this. She is passionate about enabling positive change towards the goal of 'equity of opportunities' - in recognition of the diverse reality we live in. Bianca is chartered as a chemical engineer and has complemented her technical skill set with management experience as CEO of a NFP, strategy experience via working at a top tier management consulting firm and by completing an MBA, placing within the top 5% of the cohort.



ALANA GOLDMAN Alana is a healthcare professional with over 10 years' experience in the public and private healthcare sector in both Australia and overseas. In her current role Alana is responsible for the operational activity, financial, quality and safety and people management of multiple units within the Medical Services Division of a Tertiary Healthcare service. Alana has numerous regular voluntary roles in the community. Outside of work, Alana's most important role is that of aunty. She also enjoys keeping fit and active and is a yoga and Pilates devotee as well as a budding ukulele player.



SALLY GORDON Sally is a paediatric doctor, passionate about reducing child health inequities to enable all children to reach their developmental potential. She has a strong interest in public and international health, having worked for several not-for-profit organisations, with a strong focus on health literacy and community engagement. She has worked on the frontline of COVID-19 pandemic, both as a clinical doctor and in outbreak management for the Department of Health and Human Services. She is passionate about leadership and gender equity and represented the Australian Federation of Medical Women at the United Nations' Commission on the Status of Women in 2018.



HUGH GRIFFITHS Hugh is a Principal at the Boston Consulting Group. He leads multidisciplinary teams working with clients across a range of industries including TMT, Financial Services, Energy, Industrials and the Public Sector. He recently spent a year on assignment in San Francisco and the Bay Area, working on a large scale digital transformation. Hugh is also a trained lawyer, having specialised in Mergers and Acquisitions at Herbert Smith Freehills. He is passionate about sport and the arts.



LUCY GUBBINS Lucy is a Senior Commercial Analyst at the Port of Melbourne, having previously spent 3 years in the Management Consulting practice at KPMG, specialising in the Food and Agribusiness sector. She has a corporate tax background having spent her first two years at KPMG in the tax practice. Coming from a red meat producing family in the Western District of Victoria, she has a passion underpinned by her background in agriculture. Lucy holds a Bachelor of Arts and a Bachelor of Laws and has completed her Chartered Tax Advisor 2A&B from the Tax Institute. She enjoys an active and balanced lifestyle and spending time with animals in the country.



DANIEL HANRAHAN In his role as Senior Adviser, Engagement Strategy, Daniel has been working on a number of engagement initiatives at the University of Melbourne including the Melbourne Innovation District and a freedom of expression roundtable event. Daniel previously worked in various education policy roles at the State and Federal levels after teaching in north-west regional Victoria. He holds a Bachelor of Science/Commerce, Bachelor of Science (Honours) and Diploma of Teaching (Teach for Australia) from the University of Melbourne, as well as a Master of Public Policy from the Harvard Kennedy School.



EMMA HENDERSON Emma is a Children's lawyer with a strong commitment to social justice. She is currently a lawyer at Victoria Legal Aid. Emma is passionate about addressing disadvantage, investing in education and the welfare of children. Emma is an ambassador for The Smith Family having been a recipient of their scholarships and mentoring herself. Emma has previously served on community boards and her University's Board whilst a student.



KELLIE HEWSON Kellie is a HR Professional with expertise and experience in the engineering and Not-for-profit industries. Kellie is committed to utilising her business analytics and strategic problem solving skills to influence successful outcomes for employees, customers and the businesses she supports. Kellie has recently graduated with a Masters of Business Administration from Melbourne Business School and holds the role of Remuneration Consultant at an ASX top 50 company, giving her experience in governance and reporting requirements. Kellie volunteers regularly with agencies that support disadvantaged children, is an avid reader and enjoys cooking and the arts.



NAOMI HICKEY-HUMBLE Naomi is Acting Head of Legal Operations at MinterEllison, leading digital transformation and change management projects nationally. She previously practised at a major plaintiff law firm in employment and industrial law, litigation and workplace safety. Her role focuses on embedding operational efficiency, consistency and continuous improvement initiatives across people, process and technology, covering diverse areas including knowledge development, AI and emerging technologies, technology-assisted document review and legal project management. Naomi is a former dancer and loves adventurous travel and exploring Victoria's hiking trails.



NADIA JAWORSKI Nadia has over 15 years' experience in State Government social infrastructure (social housing, education, disability), successfully managing complex reform to deliver high quality social and economic outcomes. She is passionate about social impact, building capacity and capability of the social enterprise and not-for-profit sector to connect disengaged and vulnerable people. She is currently leading the expansion of acute mental health beds across Victoria for the State Government. Nadia is a Director, Capital Projects Advisory, PricewaterhouseCoopers. She holds a Bachelor of Applied Science and a Masters of Commerce, supporting strategic and systems thinking.



ANNETTE JONES Annette is a lawyer, lecturer and leader with 15 years experience in environmental, planning and administrative law within the not-for-profit, commercial and government sectors. Annette lectures in environmental law at the University of Melbourne and previously led a team of lawyers in the Public Law and Planning branch at the Victorian Government Solicitor's Office. Annette holds a Master of Laws from the University of Melbourne and a Bachelor of Science and Bachelor of Laws from Monash University. Annette enjoys living close to Melbourne's Arts Precinct and travelled to Africa last year on the trip of a lifetime.



KATELYN JONES Katelyn is an Indigenous solicitor committed to advocacy and social justice. She believes that self-determination and culturally appropriate and accessible services are the key to effecting long-term social change. She currently works as a graduate lawyer at Victoria Legal Aid and stakeholder relations coordinator for Resolution Resources on their project to review the National Mediator Accreditation Standards. She is passionate about intersectionality and was awarded first class honours for her thesis on the impact of intersecting oppressions on the health and mortality of Indigenous women who have experienced incarceration.



NIKITA JONES Nikita is Senior Account Manager at Google, with experience in driving innovative marketing solutions for clients in Asia, Australia and New Zealand. She currently works with global automotive clients and their agencies and leads their Google marketing strategies. Nikita has a keen interest in and has led programs related to Coaching and Mentorship and also Women's leadership programs. She is currently also pursuing an MBA from Melbourne Business School, is a hiking enthusiast and avid reader.



NICKY KANDIAH Nicky is a qualified CPA with 15 years' experience in a variety of finance roles. Nicky is passionate about leading a finance function that adds value, acts with integrity and makes a difference. She has worked at IBM Australia, The Bank of Montreal (Canada), The Foundation for Young Australians and is currently Financial Controller at the International Women's Development Agency. Nicky holds a Bachelor of Commerce/ Bachelor of Information Systems and Diploma of Arts from The University of Melbourne. She is a book lover, musical theatre aficionado and enjoys getting outside, both in the garden and camping whenever she can.



IMRAN KHAN With the founding directors, Imran started a Project Management Consultancy in 2016, achieving the AFR's top 100 fast starters in 2020. He has extensive Project Management experience, leading major high-profile projects. He hopes to serve an organisation in achieving their vision through ethical decision making and strong corporate governance. Imran is a skilled generalist who holds an MBA, GAICD, and CPPD (in progress). He has previously served on NFP committees and hopes to contribute to an organisation which positively impacts the community. He is an avid reader, awful golfer, loving husband, and doting father of his young daughter.



SONIA KHAN Sonia specialises in market risk analysis and technology strategy. She is the Senior Disruption Analyst at the Future Fund, Australia's sovereign wealth fund, where she assesses the innovation and foresight approaches of ASX 20 boards. Sonia has worked at EY (Ernst & Young), Expert360 and music technology start-up, Nura. Sonia has also volunteered extensively in the NFP sector, previously with arts organisations CDR and Creative Victoria, and now as a committee member of environmental NFP, Friends of Gardiners Creek Valley. Sonia completed a Bachelor of Commerce at University of Melbourne, and recently a Master of Strategic Foresight.



NATALIE KIRSCHNER Natalie is constantly challenging the world's paradigms, being inspired by the rigorous interface between environmental spaces, and their occupants. When you experience her piercing mind and vivacious character, it's easy to understand how this woman holds a triple degree in Planning & Design, Property & Construction and a Masters of Architecture. She is excited by the holistic approach of contributing to the world's built environment, both strategically and artistically in property development. Founder of STATE (women's organisation in built environment). Design, ideation and execution is a part of everyday life for Natalie.



JESSICA KNIGHT Jessica is a dairy farm owner, wife and mother of three young boys with a passion for the agriculture industry, especially its promotion and accessibility to young farmers and women. Jessica also has a passion for living and raising her children in a rural community. She has deep community involvement with the ability to support her community being of high importance. She is a member of the Young Farmers Advisory Council. Jessica holds a Bachelor of Laws/Arts from Deakin University and a Graduate Certificate in Agribusiness from Marcus Oldham College. She is a voracious reader with a love of cooking, photography, gardening, and family.



AMANDA LANE Amanda is a Project Manager with a scientific background and extensive experience in medical research who has worked in the NFP sector for over 10 years. Her roles have taken her from laboratory bench to the management of multinational clinical trials, and includes time at HRI, ALLG and PeterMac, as well as some time within corporate research organisations. Amanda completed her Doctorate at the University of Sydney, and currently heads up a team at NTA working on Macular Degeneration and Alzheimer's Disease. To relax Amanda enjoys spending time with her staff, Tikka, and following the fortunes of the Sydney Swans.



LISA LANG Lisa is an Operational Excellence and Finance Professional with extensive experience in the Dairy Industry working within bulk ingredients and FMCG. She is passionate about strengthening the dairy industry through innovations that improve the profitability, sustainability and growth of the industry and provide value back to the supply chain and farmers. Lisa has recently led the Australian division in developing performance metrics that monitor progress to of initiatives and measure performance to highlight areas for improvement. Lisa holds a Bachelor of Business & Commerce, is a CPA and Advanced Leadership Program graduate (WIL). She enjoys cooking, wine, food and fitness.



DANIELLE LEE Danielle is a commercial lawyer, specialising in mergers and acquisitions and general corporate advisory. Through work she is privileged to give legal advice on good governance to many not-for-profit enterprises and also sits on her firm's committee for community outreach. Through this position, Danielle has secured a role as the firm's co-ordinator for Fitted For Work, and also volunteers regularly for Beacon, Ardoch Literacy and FareShare. In her spare time, Danielle volunteers with Print35, is a passionate vegetable gardener and loves to part-take in DIY projects and explore her creative side.



ADAM LIPSZYC Adam is a doctor at St Vincent's Hospital Melbourne, with interests in critical care, retrieval and paediatric medicine. He is passionate about delivering patient-centred care, through strict evidence-based practice. Adam holds a Doctor of Medicine and a Bachelor of Science from the University of Melbourne. He has a strong grasp of the biomedical research landscape, receiving both Metcalf and Keyes-Pearce Scholarships. He sits on the executive committee of Point Leo Surf Lifesaving Club and was as a Finalist for Lifesaving Victoria's Volunteer of the Year. Adam is an avid cyclist and runner, an environmentalist and an Insiders loyalist.



COLLEEN MAGUIRE Colleen is a Consulting Strategy Lead at Microsoft with extensive experience in assisting customers build and adopt digital strategies and solutions. Her experience across multiple continents has fuelled her passion for Diversity and Inclusion and the need to address inequities in our workplaces. She is active in a number of initiatives including leading the "Women In Technology" council for her current employer, leading community skills development, career coaching and ABCN mentoring (Non-for-profit). A born African, Colleen loves the outdoors, the sound of thunder and rain, travel and music.



CHIEDZA MALUNGA Chiedza is a public health professional with experience in refugee health and sexual and reproductive health promotion and research in multicultural communities. Chiedza has worked in statewide programs across Victoria, ranging from individual and community based programs through to policy and advocacy initiatives. She is passionate about building the capacity of individuals, communities and systems to respond effectively to the needs of the most vulnerable groups. In her current work in Australian healthcare she is strongly guided by principles of equity and social justice to influence and inclusive healthcare. Chiedza is an avid reader and enjoys travelling and gardening.



CHRISTINE MANDRAWA Christine is a Consultant Geriatrician at St Vincent's Hospital Melbourne and a director of a private practice dedicated to optimising the health and well-being of older people. She is passionate about advocating for older people and optimising their health and quality of life. Christine is an authentic leader who is passionate about her work. She has established multiple new programs in geriatric medicine and is involved in leadership and clinical governance. Christine completed the Leadership Victoria Williamson Community Leadership Program in 2020. Christine enjoys exercising, reading and cooking and often gets caught up questioning broader issues in society!



ARABELLA MASON Arabella is an Account Executive for Victorian and Tasmanian government at Microsoft. Arabella is committed to helping organisations digitally transform and realise the full benefits of technology. She has a dedicated focus on Public Safety and Justice and is passionate about using data and AI to ensure the safety of all Victorian and Tasmanian citizens. She has held previous roles in marketing and communications. Prior to her corporate career, Arabella worked as an actor in film, theatre, and television. She is passionate about the arts and continues to support the industry from the audience's seat.



VICTORIA MAY Victoria is a digital fundraising specialist who is passionate about the non-profit sector and the transformative nature of giving, for both beneficiaries and donors. Experienced in leading teams on digital campaigns within fast paced environments, Victoria is dedicated to improving donor experience through integrating user centered design in all aspects of fundraising. Victoria holds a Bachelor of Arts from the University of Melbourne, a Master of Arts from RMIT and has recently completed a Master of Business at the Australian Centre for Philanthropy and non-profit Studies at QUT.



ABUL MAYEN Abul is an Australian registered pharmacist with both community and clinical setting experiences. Abul is currently pursuing her Master of Public Health at The University of Melbourne with major interest in health policy, health economics and data science. In 2015 she co-founded and is President of an Australian Not-for-Profit organisation, Twic East Girls Scholarship Program. TEGSP offers scholarships to academically talented, at risk young girls in Kakuma Refugee Camp in Northern Kenya providing each with a quality education with the aim of empowering the next generation of girls within her community.



MEGAN MCDANIEL Megan is a General Manager, Occupational Health. She is driven by the mutual desire to reduce the economic and social burden ill health places on a population while achieving commercial and operational gains for the organisations she represents. Megan has extensive experience consulting to private organisations, state and federal government departments on health and wellbeing strategy. She was recently awarded a Master of Business Administration (MBA) from Monash University and holds a Bachelor of Applied Science from Victoria University. She enjoys food and wine and hopes to master the Spanish language prior to her future Latin American adventures.



BRONWYN MEYRICK Bronwyn is an experienced social policy professional based in Melbourne. She is Project Director, Literacy and Numeracy Strategy, with the Victorian Department of Education and Training, and previously held a range of strategic policy and senior advisory roles across the housing and homelessness, disability, child protection and international development, and represented the VPS in South Korea in 2014. She has a Bachelor Arts (International Studies), Bachelor of Social Science (Honours) and a PhD from RMIT University and an Executive Master of Public Administration from the London School of Economics. She enjoys reading, travel, yoga and time with her toddler.



MATHEW MILLER Matt is an investment banker at Macquarie Capital with 10 years' experience assisting clients in the natural resources conduct M&A and financing of their projects. He studied law and commerce at the University of Melbourne and complemented his studies with a strong interest in skiing and youth leadership. His interests today span finance, politics, sport, travel, comedy and friends. He is a Non-Executive Director on the FMAA, Australia's leading student organisation, which creates greater awareness of business-related careers.



RASIKA MOHAN Rasika is a strategist, designer and innovation professional, with a passion for sustainable outcomes that benefit our planet. Her multidimensional and trans-disciplinary career comprises 17 years with clients and teams across the corporate, not-for-profit, and government sectors. She has developed business strategies, designed products and services, and lead program implementations across the automotive, banking and financial services, infrastructure, international and community development, and ICT sectors across Asia Pacific. An experienced speaker and facilitator, she specialises in the application of design thinking, systems thinking and innovation.



BIANCA MOORE Bianca is an engineer who spent the first five years of her career as a project manager delivering rail and civil projects and the next four years managing the commercial team at Transurban in negotiating infrastructure deals with the Victorian Government. Bianca is now a management consultant specialising in strategic operations. In her personal time, Bianca tutors school and MBA students and is passionate about helping others build their financial health. Outside of work, Bianca enjoys adventure travel - which has included trekking to Everest Base Camp and summiting Mt. Kilimanjaro. She also loves playing violin, soccer and snowboarding.



DARREN MORTON Darren is a leader in digital media and marketing. He currently leads the Melbourne office of global technology business Quantcast that specialises in AI-driven real-time advertising, audience insights and measurement. Darren brings extensive experience in digital marketing strategy having worked for national media businesses including the REA Group, Nine Entertainment Company, Fairfax Media, as well as independent digital media start-ups. Darren holds an MBA and a Bachelor of Business.



HISHAM MOUSTAFA Hisham is an experienced risk and governance professional who has worked across the Victorian public, community and financial services sectors. He's committed to ensuring organisations and programs are set up to succeed and specialises in implementing risk management systems that are fit for purpose and drive improved decision-making. He's recently led the Victorian Department of Jobs, Precincts and Regions' pandemic response plan and strategic risk planning process. Hisham has a Graduate Certificate in Business Administration and Bachelor of Arts / International Studies from Deakin University. He loves the outdoors and wishes he had started rock climbing when he was younger.



ARMANDO MUNOZ Armando is the Head of Strategy and Impact at the Melbourne City Mission (MCM). At MCM, he's building a more data driven culture. Before commencing his career in the non-profit sector, he worked in a diverse range of sectors and countries. He started his career on Wall Street in NYC, invested in infrastructure in developing countries as an investor at the World Bank and shaped the future of supermarkets as a strategist Coles. He spends every weekend on bush walks around Melbourne with his wife and two kids.



KARYAN NG Karyan is a legal counsel with experience in human resources and contract management in an Australian mental health corporate consultancy. Karyan is passionate about empowering individuals and organisations to increase their wellbeing and effectiveness and has facilitated partnerships with mental health consultants and corporate/government/NFP clients. Karyan holds a Juris Doctor and Bachelor of Arts from the University of Melbourne, specialising in Political Science and Economics. She enjoys baking, brewing locally roasted specialty coffee and seeks to support coffee producers/farmers at origin by continuing to buy from coffee roasters that transparently source their coffee.



KIM NGUYEN Kim is the Program Coordinator for ygap's First Gens Program where she supports migrant and refugee-led social enterprises in Australia. Kim has extensive experience volunteering in multiple not-for-profits and interning in the public and community legal sector including Global Citizen, Refugee Legal and Department of Health and Human Services. Being passionate about social entrepreneurship, innovation and community-organising, Kim is the founder of People of Purpose, a community that brings young professionals and emerging leaders together to create social impact. Kim is a WEF Global Shaper and holds a double degree in Law, and Media and Communications.



SHISHIR PANDIT Shishir is a Strategy Consultant with specialist experience helping organisations and individuals drive major change and achieve their goals. He has worked extensively in energy, agriculture, not-for-profits and Government. He has delivered results for the likes of Caltex, the Australian Dairy Plan, Deloitte and other organisations in the midst of rapid change. He's also the CEO of The Global Consulting Group, a not-for-profit consulting organisation. Shishir was a state finalist in the Young Business Person of the Year and the Sir John Monash Volunteer of the Year (High Commendation). He holds a Commerce/Law (Hons.) degree from Monash University.



GLENN PELLEGRIN Glenn is a proud Ngarrindjeri/Narungga man who has 5 years' experience working within the community-housing sector and currently works at Aboriginal Housing as a Senior Housing Officer, where he leads a team to service Indigenous communities throughout Victoria. Glenn is passionate about improving social, cultural and economic needs within communities through self-determination. He is currently a member of the Southern Metro Dhek-Dja action group that works to develop and implement community led responses to family violence. In his spare time, Glenn enjoys naturistic trips with his family, cooking Italian food and playing golf.



DAVID PORTER David currently works as an investment banker with Macquarie Capital and is a director in the Infrastructure and Energy Group, advising companies and investors on mergers, acquisitions, capital raising initiatives and project development. David has 10 years of investment banking experience at Macquarie including three years in London. David holds a Bachelor of Commerce (Accounting) and Bachelor of Laws (Hons) from the University of Adelaide. David is also a qualified Chartered Accountant. David is passionate about community participation and was previously treasurer of his local football club.



LAURA PURBRICK Laura is passionate about giving back to the community and making a positive social impact. Laura is a Director at PwC and has a background in advising non-profits and high net worth families in all aspects of their wealth and investment strategy. Her industry experience over the last 16 years includes working as a Director of ANZ Private Bank guiding successful families through major liquidity events. As well as a Senior Consultant at JANA, a leading asset consultant, advising Super Funds and not-for-profits about their investment management and strategy and previous investment roles include Morgan Stanley and Macquarie Bank.



MELISA RAVEN Melisa is a passionate HR/ER professional with a legal background and over 10 years' experience. She enjoys developing and implementing best practice employee relations strategies, managing industrial disputes and negotiating enterprise agreements that support business strategic objectives. She is a strong communicator and excels at facilitating dialogue, driving collaboration and bringing teams together to achieve their goals. She excels at leading organisational change and is particularly passionate about mitigating brand risk. Melisa holds a Bachelor of Laws from Monash University and a Graduate Diploma of Legal Practice. She enjoys the arts, food and long distance running.



ARIELLE RUTMAN Arielle is driven by the pursuit of a sustainable and equitable society, and aspires to support, lead, and maximise meaningful social change. Previously, Arielle worked as a solicitor and Judge's Associate. She now works at Wendy Brooks & Partners, consulting to for-purpose organisations on their strategic planning and fundraising. Arielle has extensive experience in facilitation and program delivery in the not-for-profit sector, volunteers for Human Rights Watch and in 2016 founded a successful philanthropic Giving Circle. When she's not growing the capacity of the social sector, Ari likes to travel, hike, read and spend time with loved ones.



STEPHANIE SABATINO Stephanie works as a Strategy and Insights Manager at Google specialising in the retail vertical. Through her experience in market research and passion for storytelling, Stephanie enjoys translating complex concepts and datasets into industry and client narratives. Stephanie has a broad range of experience from beer tasting at CUB to financial services and holds a Bachelor of Creative Arts and a Masters in Marketing. On the weekends, Stephanie teaches dance to people with additional needs through local Not-For-Profit, 'BAM Arts Inc'. She loves the performing arts sector and enjoys sharing this passion with her BAM students.



HOWARD SACHS Howard is a highly motivated entrepreneurial thinker with an engineering, leadership, commercial and volunteering background. He established and served as initial chairman of an IEEE branch, representing the world's leading professional association for technology advancement. A board member of Perth's largest Synagogue; and a Launchpad and Bright Young Minds Alumnus, he is currently innovating Nextgen philanthropy, and strategically bridging organisations tackling food insecurity. Howard holds a Master of Business Leadership, Graduate Diploma and a BSc Engineering. His main interests lie in entrepreneurship, technology and sustainable social impact causes.



JOEL SANDERSON Joel is a current Psychology and Philosophy student with a passion for Industrial Organizational Psychology. Joel is committed to helping organizations implement and refine modern systems within the workplace that allow the organization to achieve its desired outcome. Joel has extensive experience in being part of professional teams that cross communicate, develop strategies and are driven to succeed. He recently interned at Unicef Australia in Sydney. Joel enjoys reading, playing music, soccer and further acquiring new skills.



MICHAEL SCUTT Michael is a resilient marketing and technology consultant whose career has spanned the globe, working for transformational technology companies like Google and Oracle. His curiosity and passion have enabled him to drive meaningful impact for a diverse range of partners, be it large multinationals or local small businesses. Experienced in the Finance, Retail, Travel, Technology, Energy and Telecommunications sectors has enabled him to bring innovative ideas to not-for-profits like YouthWorks. A passionate outdoors and animal lover, Michael enjoys nothing more than a day down the coast surfing with his wife and rescue dog Bandi.



ELISSA SHARP Elissa is an active member of the philanthropic community and has sat on a wide variety of committees. Elissa has been a volunteer for AUJS, Young UIA, Child Abuse Research Australia, Starlight Foundation and KOALA Kids. She is an active member of the Mount Scopus Memorial College Parents Association and is co-chair of UIA Women's Division. Elissa also sits on the General Executive and Cabinet for UIA. She is proud to infuse her passion for community causes and contribute to a powerful network of visionary leaders. She is a mother to three young daughters and enjoys travelling and cooking.



BRENT SHEERS Brent is an Assurance and Advisory Manager at ShineWing Australia who strives to work collaboratively with clients to delivery high quality value to stakeholders. Brent works across various industry groups across the not-for-profit, member-based and for-profit spaces. Brent's not-for-profit sector experience lie within the education sector and professional sporting member based organisations. Outside of work, Brent actively participates in the CA Speaker Program for the Chartered Accountants Australia & New Zealand where he looks to inspire and help encourage young talented individuals to become Chartered Accountants.



ANNE SHERMAN Anne is a social impact consultant at Think Impact with a background in organisational behaviour, sustainability management and design. Her mission is to support organisations to build lasting value by demonstrating authenticity, integrity and accountability. She is an antiracist, steadfast in her support of social and racial justice. Arriving from Boston in 2019, she championed the community of Certified B Corporations, brokering public-private partnerships and bringing to life communities of practice. Anne holds a Master of Science in Sustainable Design and Managing for Sustainability. She is an avid hiker eager to continue exploring Australia.



PRUTHVI SHIVARAM Pruthvi currently works at Cricket Australia as a strategic advisor in the Business Strategy team. Prior to working in sports administration, he worked in the digital technology space and the resources industry, where he previously worked as an Oil & Gas Design Engineer, both in Australia and overseas. Pruthvi is also currently completing his MBA at Melbourne Business School after previously completing a Bachelor's in Chemical & Process Engineering. Outside of work, he is actively involved in a community-based organisation called Third Man Up and is passionate about multiculturalism, grassroots and community sports and issues around mental health.



OSHADEE SIYAGUNA Oshadee is a Senior Analyst at Regnan. He is responsible for company level assessment and engagement, as well as research into environmental, social and governance themes. He was formerly a committee member of the Future Business Generation, where he led a team to advocate for sophisticated appraisal of long-term risks in investment processes. Previously he was the Assistant Vice President of PolitEcon Research and a teaching associate at Monash University; he has also engaged with the United Nations Environmental Programme's Finance Initiative and Net Balance.



JAKE SMORGON Jake is experienced in both the family office environment as well as other private businesses in the property and technology sectors. He has overseen the project management and finance of large-scale residential developments and has worked in a start-up company that has become a successful growth business. This varied experience has allowed Jake to develop a broad range of skills and knowledge. Jake is passionate about strengthening the Jewish community and applying his corporate skills and knowledge in the philanthropic sector. Jake is married with two young children and enjoys family, friends, politics, reading and board games.



RICCI STECKOLL Ricci is an asset consultant at Frontier Advisors. He has responsibility for undertaking manager and investment research with a focus on property and infrastructure. Prior to joining Frontier, Ricci spent four years at Deloitte within the financial modelling team, with a predominate focus on transactions across a diverse range of sectors. Ricci holds a Bachelor's degree of Engineering (Civil) and Commerce (Finance) both from Monash University. Ricci has also been an active member of his community having served on the executive of the Jewish Community Council of Victoria and the Australasian Union of Jewish Students.



JACQUELINE TAN Jacqui is an Associate Director at Macquarie Capital. She advises clients within the technology sector on mergers and acquisitions as well as capital raises. Jacqui holds a Bachelor of Engineering and a Bachelor of Commerce from The University of Melbourne and an MBA from Kellogg School of Management, Northwestern University. Prior to joining Macquarie, Jacqui was an investment banking associate at Morgan Stanley, and a telecommunications engineer at Ericsson. Jacqui is a Chartered Accountant and a member of the Victorian Chartered Accountants in Practice panel advisory panel.



ASEEL TAYAH Aseel is an award-winning Palestinian artist, director, producer, activist and cultural leader. Described as "an important voice in the Australian cultural landscape", through the power of storytelling Aseel creates awareness and connection by humanising the experiences of the displaced and she uses her practice to advocate for people to relate to each other with dignity. Bukjehs of Joy supported children affected by the tower lockdowns and for 2020 Refugee Week, she curated and presented a series of online panels featuring national and international cultural leaders, attracting 40,000 + views and an invitation to the inaugural TEDx Melbourne winning "Best Speaker" award.



JESSICA THOMSON-ROBBINS Jessica is a supremely motivated and friendly individual, with a contagious enthusiasm and a warm demeanour, making her a natural-born leader. She has remarkable relationship management and analytical skills supported by an MBA from Melbourne Business School, which has resulted in years of successful key relationship management, consulting and business development roles across the publishing, retail, NFP and start up sectors. She is currently a Senior Management Consultant seconded to an ASX20 company and has been volunteering for years across both refugee and literacy causes. She is a diehard Hawks supporter, avid reader, perpetual dreamer and enthusiastic dog pater.



TUYET THAO CINDY TRAN Cindy is a Public Health Practitioner with experience across the health and education sectors. She has a Master of Public Health and Bachelor of Biomedicine from The University of Melbourne. Currently, Cindy is a Senior Policy Officer at the Victorian Department of Health and Human Services. Cindy has worked and volunteered for a range of not-for-profit organisations including Diabetes Victoria and the Sandro Demiao Foundation. In 2016, she produced a background report which led to the endorsement of the Moreland Food Systems Strategy. In her leisure time, Cindy enjoys learning to cook, reading, and tending to her indoor plants.



DANNY TRAN Danny is a journalist with ABC News in Melbourne. He specialises in reporting on Victoria's courts and has a keen interest in criminal justice, the law, policing, corruption and extremism. He is a former Andrew Olle Scholar and finalist in the Young Walkley Awards.



GLENN TURNHAM Glenn is a relationship and project manager with a high level of experience working across multiple industries and countries. Glenn works in the Commercial Property division of ANZ Banking Group. Glenn is committed to working towards the betterment of an organisation and its people, using data to drive key decisions and positive business outcomes. He is solutions driven and works collaboratively towards success. Glenn holds a Bachelor of Aviation Management / Bachelor of Business (Finance) from Swinburne University of Technology. In his spare time, Glenn is a yoga teacher and enjoys cooking, fine food and wine, and travelling.



STUART WHITE Stuart has a background in business development and sales and is a Retail Leasing Executive with QIC. He has worked for other large corporates in property and finance and is studying a Master of Business. As an Aboriginal person (Biripai NSW), he is passionate about Indigenous business and social enterprises especially retail products and in his spare time he mentors Aboriginal business owners. He is the father of two girls and is a one-eyed Brisbane Lions supporter.



ALICE WILKINSON Alice is a strategy consultant focused on driving innovation, transformation and growth. At PwC, Alice advises clients on operating model design, brand, marketing and digital strategy and marketing and media investment. In the not-for-profit sector she has led sales, marketing, communications, and partnerships for Food and Wine Victoria, the Melbourne Symphony Orchestra and The Australian Ballet. Alice has broad experience in media, content and digital from Broadsheet Media, News Ltd and Fairfax Media.



COURTNEY WINTER-PETERS Courtney is a lawyer who, after starting in private practice, moved to the Community Legal Sector. This has allowed her to solidify her commitment to social justice. Courtney is dedicated to empowering vulnerable and disadvantaged people. She currently has a role that combines casework, community legal education and law reform. In her spare time, she volunteers with a number of Jewish organisations with a focus on gender equality. With three young children at home, Courtney's house is usually noisy, but she is dedicated to encouraging her children to be caring citizens of the world.



DENISE YEONG Denise is a Senior Analyst at Victorian Funds Management Corporation (VFMC), responsible for fund manager selection and portfolio structure for Australian and International equities. She graduated in 2011 with degrees in Biomedical Engineering and Finance from the University of Melbourne. After completing the NAB graduate program and a 2-year stint in corporate banking, she joined VFMC in 2016 and obtained the CFA charter in 2019. Outside of work Denise is a committed volunteer in the community. She grew up trilingual in Malaysia before moving to Melbourne, where she gained an appreciation for food, musicals, and the tennis.



NAFISA YUSSF Nafisa is a researcher at the Peter Doherty Institute for Infection and Immunity and a part-time Project Officer at the Department of Health and Human Services. Nafisa's background is in community engagement and public health with a primary focus on community co-designed health program development and delivery and cancer prevention interventions across the state. She has previously worked at Cancer Council Victoria and Centre for Culture, Ethnicity and Health. Nafisa holds a Bachelor of International Community Development and a Master of Public Health from the University of Melbourne. Off work, she enjoys reading and spending time with two children.



DVORA ZYLBERMAN Dvora is a Yiddish and Jewish Studies teacher at Sholem Aleichem College. She lives and breathes Yiddish language and culture, having studied Yiddish all across the globe. Dvora contributes to various Yiddish projects and runs her own Yiddish educational resources website 'Mameloshn'. She is also a co-chair of Melbourne's 'In One Voice' Festival, which celebrates the diversity of vibrancy of the Melbourne Jewish Community. A graduate of Monash University, she completed a Bachelor's degree in Arts/Education with a major in Jewish Civilisation. Dvora currently serves as the co-vice president of the Jewish Labour Bund Inc.



LEGAL RESPONSIBILITY AS AN OBSERVER

Each organisation has been encouraged to review its Directors' and Offices' insurance, including potential coverage of you as an Observer.

The Program has sought legal advice on the potential liability associated with serving as an Observer and whether this role could be considered akin to the role of a Shadow Director under the Corporations Act 2001 (Cth) (the Act).

SHADOW DIRECTORS

In the ordinary course, a director is a person who has been formally appointed to act as a director of a company or a body. However, the definition of a director under the Act extends to a shadow director.

A person who is not validly appointed as a director will be a shadow director if they either act in the position of a director or if the directors are accustomed to act in accordance with that person's instructions or wishes. A person is not a shadow director merely because the directors act on advice given by the person in the proper performance of functions attaching to the person's professional capacity, or the person's business relationship with the directors or the company.

When determining whether a person is a shadow director, regard should be had to a variety of factors including whether:

- (a) there is a causal connection between the instruction or the wish of the person and the directors acting on it, though it is not sufficient if the act that was specified in the instruction is something the directors would do irrespective of the instruction;
- (b) there is "habitual compliance over a period of time"; and
- (c) the directors collectively are accustomed to act on the person's instructions or wishes.

ARE OBSERVERS SHADOW DIRECTORS?

In the course of the 12 month Observership Program, Observers are not appointed to act as directors of the companies or bodies that they are paired with.

Given that an Observer has no voting rights and only attends board or committee meetings to observe the workings of a Board as a learning experience, it is unlikely that an Observer will be found to be acting as a director of the partnership, company or body.

Additionally, the word accustomed implies that there must be a pattern of conforming to the wishes of the person, rather than a single instance.

Given that the extent of the Observer's relationship with the Board will be confined to a 12 month period, it would appear unlikely that the Observer would be able to exert a pattern of influence such that the directors who are formally appointed to the Board would be in the habit of complying with the wishes of the Observer. Accordingly, we have received legal advice stating that in the absence of any additional facts, an Observer would not be considered to be a shadow director and thereby exposed to any liability that follows from being a director under the Act.

OUR GOVERNANCE

The Observership Program is a company limited by guarantee with an independent board and is registered with the Australian Charities and not-for-profits Commission (ACNC).

BOARD DIRECTORS: Jonathan Gavshon (Founder and Chair), Alison Deans, Conor Foley (2017 Observer), Peter Joseph AM, Suzie Riddell, Dennis Goldner AM and Joseph Skrzynski AO.

David Gonski AC and Jillian Segal AO are the Program Patrons.

The board of The Observership Program has an observer each year.



David Gonski AC, Observership Program Patron

CONTACT US

MELBOURNE

CATHERINE REISER

Email: catherine.reiser@observership.com.au

Mobile: 0400 454 250

SYDNEY

CATHY ROBINSON

Email: cathy@observership.com.au

Phone: +61 2 9241 6874

Mobile: 0417 700 585

SYDNEY AND MELBOURNE

BELINDA DA SILVA (PROGRAM MANAGER)

Email: belinda.dasilva@observership.com.au

Phone: +61 9241 6874

Mobile: 0414 516 587

PHOTOGRAPHERS: Photographers: Giselle Haber: 2017 Program Launch | Cendrine Baxter: 2017 Melbourne Program Launch | Salona Chithiray: 2018 and 2019 Melbourne Program Launch.

