



FOR OBSERVERS

PROGRAM HANDBOOK

MELBOURNE 2022

“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)



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ACKNOWLEDGMENT OF COUNTRY

The Observership Program acknowledges Traditional Owners of Country throughout Australia. We pay our respects to Aboriginal and Torres Strait Islander Elders past, present, and emerging. We also accept the invitation in the Uluru Statement from the Heart to walk together with Aboriginal and Torres Strait Islander peoples in a movement of the Australian people for a better future.

RECONCILIATION ACTION PLAN

Our organisation is ready to embark on our reconciliation journey by developing a Reflect Reconciliation Action Plan during 2022, which will demonstrate our commitment to reconciliation with Aboriginal and Torres Strait Islander communities.

In preparation for embarking on our reconciliation journey we have completed Cultural Awareness training.



“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

CONGRATULATIONS

WELCOME TO THE 2022 OBSERVERSHIP PROGRAM.

Your participation in the Program will provide you with a unique opportunity to develop the skills and experience to pursue leadership roles in the not-for-profit sector and the wider community.

This guide has been developed to provide information to help you prepare for the journey that awaits and to ensure that your experience is rewarding and enriching. We want to take this opportunity to thank you for giving a portion of your precious time and talent to the not-for-profit sector.

Enjoy the year ahead. We trust it will be an exciting one.

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 850 Observers have participated in the Program, observing on the boards of over 260 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 2022

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 2022 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 ten 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.



MELBOURNE 2022 TRAINING TIMETABLE

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

DATE	TOPIC	LOCATION	GUEST SPEAKER/ FACILITATOR
MONDAY 14 FEBRUARY	2022 Program Reception Event	Government House, Melbourne	Hosted by the Hon. Linda Dessau, AC, Governor of Victoria
THURSDAY 24 FEBRUARY	Duties and Responsibilities for NFP Directors	Online session	Nic Carr, AICD Facilitator
THURSDAY 10 MARCH	Finance for the NFP Directors	Online session	Nic Carr, AICD Facilitator
THURSDAY 24 MARCH	Strategy for the NFP Directors	Online session	Nic Carr, AICD Facilitator
THURSDAY 7 APRIL	Risk for the NFP Directors	Online session	Nic Carr, AICD Facilitator
THURSDAY 5 MAY	AICD Q&A Session	In Person	Panel to be confirmed
THURSDAY 19 MAY	Ethics in Governance	Online session	Dr Simon Longstaff AO, Executive Director, The Ethics Centre
THURSDAY 26 MAY	Purpose Leadership, Culture and Governance in NFP Sector	In Person	Facilitator TBC
OCTOBER (TBA)	Next Steps to Board Directorship and Networking	In Person	Panel of Former Observer TBC
THURSDAY 1 DECEMBER	End of Year Networking event with Guest Speaker	In Person	Guest Speaker TBC

NOTE: Dates may change – final confirmation will be provided to Observers prior to each session.

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.

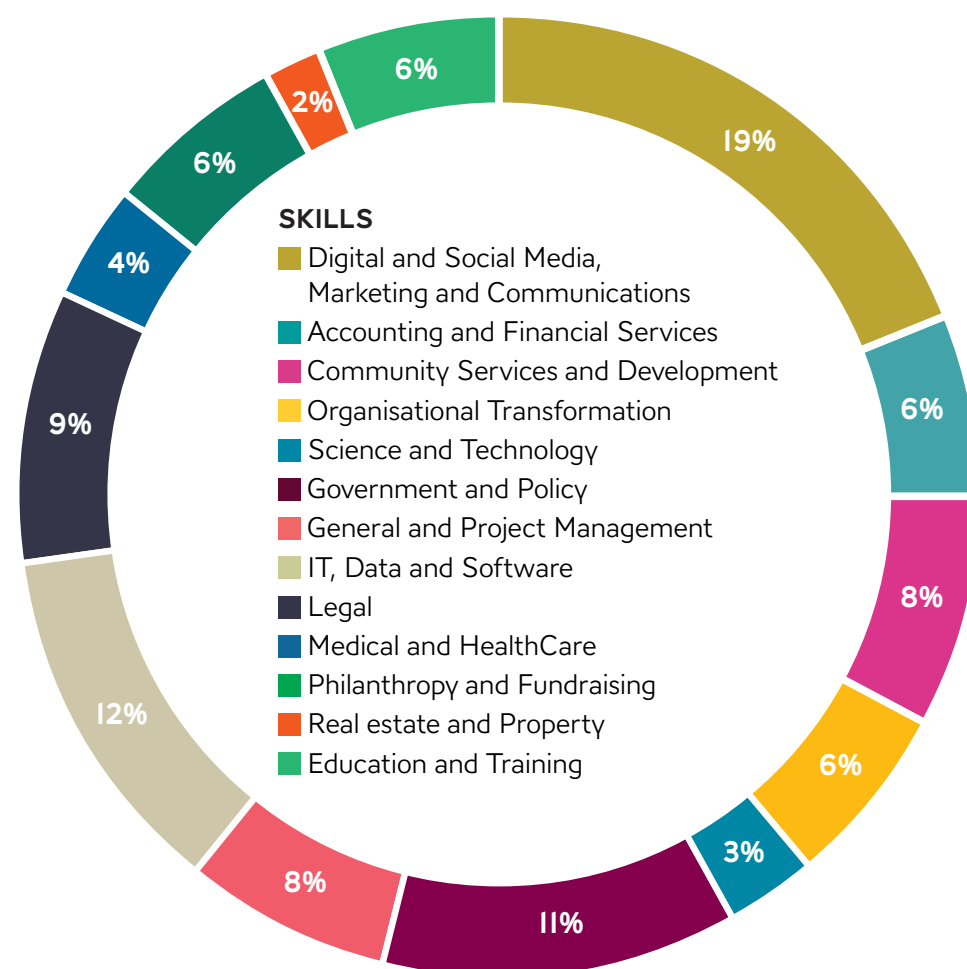
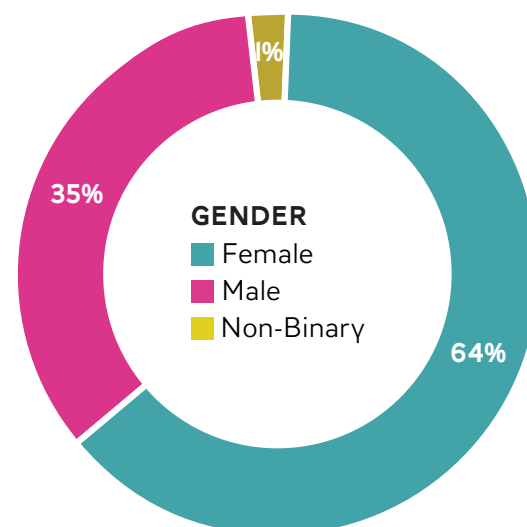
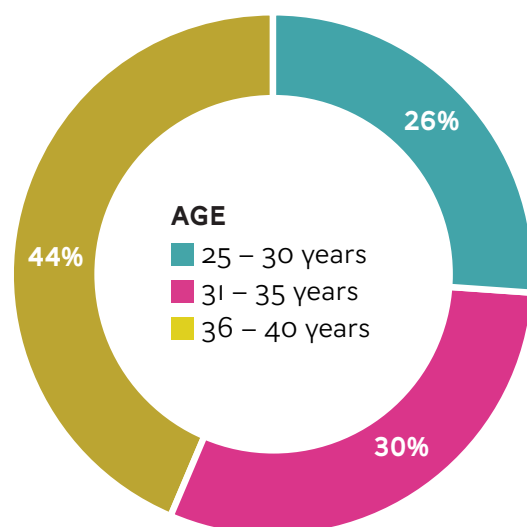
In 1991, Simon commenced his work as the first Executive Director of The Ethics Centre. In 2013, he was made an officer of the Order of Australia (AO) for *"distinguished service to the community through the promotion of ethical standards in governance and business, to improving corporate responsibility,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

2022 OBSERVERSHIP PROGRAM – A SNAPSHOT

THERE ARE 96 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



PARTICIPATING BOARDS

THERE ARE 88 NOT-FOR-PROFIT BOARDS PARTICIPATING IN THE 2022 PROGRAM.

Abbotsford
Convent.



MALTHOUSE



acmi



MINUS18

Montsalvat



ANAM
AUSTRALIAN NATIONAL
ACADEMY OF MUSIC



FOR PARTICIPATING BOARDS

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

OBSERVER PROFILES



CALEB ADAM WATERAID AUSTRALIA

Caleb is a proud Wulli-Wulli man, with a strong interest in sustainable development. Caleb is undertaking a Masters of Development Studies at the University of Melbourne having completed a Bachelor of Environmental Engineering (Honours) from Griffith University. He currently 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. These reflect his enthusiasm to address complex and challenging problems that contribute to tangible environmental sustainability outcomes and stronger communities.



ASSAF AMBAR EPWORTH HEALTHCARE

Assaf is a management consultant with vast experience in the Technology, Media and digital Media and Telecommunications industries and he supports large companies with their growth and innovation efforts. Assaf held various positions in the past, 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.



AMBA-ROSE ATKINSON VICTORIAN WOMEN'S TRUST

Amba-Rose is a proud Gumbaynggirr nyami with connections to the Wakka Wakka, Kabi Kabi and Jinibara peoples. Amba-Rose completed her undergraduate and postgraduate studies at the University of Melbourne, graduating with a Master of Public Health in 2019. After graduating, Amba-Rose worked as an Associate at PwC's Indigenous Consulting and is now currently completing a Doctor of Philosophy at the University of Queensland, focussing on the relationship between caring for Country and the health outcomes of her peoples. Amba-Rose enjoys exploring nature, eating seafood, watching movies in the cinema, and taking her puppy to the beach for sunsets.



ALEXANDER BATSI MINUS18

Alexander is a lawyer at an international commercial law firm, where he advises, and acts for major Australian and multinational companies in matters relating to business, human rights, corporate crime, modern slavery, financial regulation and anti-money laundering. Alexander is the Deputy Chair and Program Manager of Liberty, Victoria's Rights Advocacy Project, where he supervises the governance and training program. Alexander was a National Progress Fellow at the Centre for Australian Progress. He holds a Bachelor of Laws (Honours) and a Bachelor of Design (Honours), both First Class Honours. In his spare time Alexander enjoys cooking Greek food and watching documentaries.



KATIE BAYLEY ALKIRA

Katie is a management consultant who has worked with .id (informed decisions), KPMG, PwC and Urbis. She has worked with blue-chip companies, Government and not-for-profits and is passionate about providing an evidence base upon which to make strategy and planning decisions. Katie holds a BA/BCom, Diploma of Modern Languages from the University of Melbourne and a Masters of Business (Property) from RMIT University. Katie supports her local community through her work with a NFP supporting women in financial distress. She is an avid foodie, coffee aficionado, jogger and kid wrangler.



HUGO BIEBER PROJECT ROZANA

Hugo is a Partner at Think & Grow, leading the Growth as a Service and Land & Expand businesses, bringing foreign tech companies to Australia and taking the best Australian tech companies abroad. Before relocating to Melbourne from London, Hugo spent seven years as Chief Executive of UK Israel Business (UKIB), the bilateral chamber of commerce between the UK and Israel. In the not-for-profit space, Hugo served as a Trustee of British charity My Israel from 2019-20 and previously spent five years as a Young Board Member of Norwood, chairing the Young Business, Finance & Entrepreneurs committee.



CANDICE BOWDITCH ACMI

Candice is an Indigenous Computer Scientist. She currently works as a developer for the cyber security start-up Cydarm Technologies. Candice is an Aurora Education Foundation International Study Tour Scholar, Google Anita Borg Scholar and Global Shaper with the Global Shapers Community, which is a World Economic Forum initiative. She holds her Bachelors in Computer Science from RMIT University, and is the current Vice-Curator for the Melbourne Global Shapers Hub. Candice believes strongly in the power of technology to empower historically disadvantaged communities. Candice's personal interests include national security, cyber security, Indigenous rights and foreign policy.



JORDAN BOWERING PHILLIP ADAMS BALLET LAB

Jordan is an experienced, passionate, energetic Philanthropy Services Manager at Arts Centre Melbourne with skills focused in philanthropy, team leadership, finance, customer service, corporate clientele and promoters, festivals, ticketing and events. He has progressed through three roles since commencing work at ACM and uses these skills to drive projects and streamline processes and procedures as well as support and guide colleagues through their own career growth. Jordan has a background in music theatre performance and still continues to sing and perform.



SARAH BOYD MARIE STOPES INTERNATIONAL AUSTRALIA

Sarah is a gender equality and public policy expert. She has worked in international development, foreign policy and peacebuilding for the Australian government, United Nations and civil society organisations in Australia, the United States, and across South and South East Asia. She is Founder of The Gender Agency, and Practitioner Fellow at Monash Gender, Peace and Security Centre. As a Fulbright Scholar, Sarah earned a Master of Public Administration at Harvard Kennedy School. She has also earned a Specialist Certificate in Public Administration (Melbourne School of Government), a Master of International Development and Bachelor of Commerce (University of Melbourne).



RHIANNA BRICKLE CHUNKY MOVE

Rhianna is a proud Pakana woman who grew up on GunaiKurnai country in regional Victoria. She is currently a Senior Research Officer at the Brotherhood of St. Laurence's Research and Policy Centre. She is passionate about First Nations education, health and wellbeing and was a 2019 Aurora Education Foundation scholar. Rhianna has over ten years' experience in Early Childhood Education and research at the University of Melbourne, and holds a Bachelor of Education (Early Childhood) and a Master of Child Play Therapy.



ASTRID CAUCHY ARDOCH

Astrid is a Strategy Analyst at Epworth HealthCare, with a background in supporting not-for-profit organisations implement strategic projects. Having previously worked as a management consultant, she is experienced in managing and implementing successful change programs and driving business growth. Astrid has a passion for supporting not-for-profit organisations adapt their strategy and operating models to deliver client centred services. She holds a Bachelor of Commerce and is completing her post graduate studies in International and Community Development. She enjoys spending time with her family and friends, reading and long-distance running.



MARY CHACKOLA WRITERS VICTORIA

Mary is an Acquisition & Growth Manager with experience across both the Australian & 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.



SUGANDHA CHAPMAN AUSTRALIAN VOLUNTEERS INTERNATIONAL

Sugandha (Sig) is a multi-passionate entrepreneur, digital strategist and women's leadership and wellness coach. She brings over a decade of experience in both the corporate and NFP world helping launch startups as well as running her own online business. She has grown up and lives on Wurundjeri land and believes in women's empowerment, diversity and inclusion, social impact through good business and environmental sustainability.



SANJAY CHARI MELBOURNE SYMPHONY ORCHESTRA

Sanjay is a Partner at the Boston Consulting Group (BCG), with 10+ years of experience serving global clients, based out of Australia and the United States. He is part of the global Consumer / Retail leadership team, with a focus on delivering transformative agendas. Sanjay is a topic expert on growth strategy, retail reinvention, product strategy and profitability transformations. Together with his wife, Lakshmi, Sanjay is a proud parent to a four-year-old son, and one-year old daughter. He is deeply passionate about Music (playing saxophone, guitar) and its ability to transcend boundaries and create connections.



MING KANG CHEN VICTORIAN OPERA

Ming Kang is a digital and marketing specialist with experience working in modern direct-to-consumer brands. Currently he is working as the Ecommerce Manager at The Sheet Society, overseeing the digital strategy and working with the senior leadership team to establish and expand this business globally. With a keen interest in connection, he hopes to use his skills in digital and communications to help organisations connect with their stakeholders. Of particular interest is improving equity and ensuring access to all groups in the community. Volunteering at the Debaters Association of Victoria, he has had experience coaching and facilitating debate across Victoria.



SASHA CHIFURA OUTER URBAN PROJECTS

Sasha is an entrepreneur in the entertainment sector. Starting his journey in the music industry at the age of 16, by co-founding a record label under Sony Music Australia. Since then he has led the growth of his company, Foreign Echo, partnering with the Mushroom Group now representing internationally acclaimed artists, Olympic athletes, and Social Media/TV personalities. Sasha is also part of the Australian Recording Industry Association Emerging Leaders Committee and was listed The Music Network's 30 under 30 2021, a program that celebrates the music industry's future leaders with a vision for the challenges in the decade ahead.



MUDIWA CHIPUNGU SPECTRUM MIGRANT RESOURCE CENTRE

Mudiwa moved to Australia from Zimbabwe to complete high school. She went on to complete an undergraduate in Business and Logistics from RMIT University then two Masters in Engineering Management from Melbourne University and a Executive MBA from Melbourne Business School. Mudiwa's passion has always been to create efficiencies, synergies when it makes sense, and bring people together to achieve better outcomes. She currently works in general management for Coles Group. Mudiwa is passionate about access to education for all children and the eradication of homelessness and hunger. She enjoys traveling DIY projects, hiking and audio books.



SARAH COULL WOMEN'S HEALTH VICTORIA

Sarah is a communications professional with extensive experience in delivering marketing and communications strategies and high impact community engagement projects. She is currently a Communications Advisor for Monash University, delivering corporate, internal and crisis communications. Sarah began her career in educational and trade publishing and has run her own publishing consulting business for over five years. She holds a Bachelor of Arts (Media and Communications) and a Master of Publishing and Communications from the University of Melbourne. Sarah is an avid reader, enjoys travelling and the arts and is passionate about empowering women through education and mentorship.



EMILY DARNETT KOORIE HERITAGE TRUST

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 tutor 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 with the not-for-profit sector and if she can volunteer whilst travelling, that is magical.



THEA DICKINSON MELBOURNE POLYTECHNIC (TAFE)

Thea is an astute business professional with experience across marketing, sales and project management within the FMCG sector. She was a 2021 finalist for the prestigious Joe Berry retail industry award and a 2020 finalist for the Australian Food and Grocery Council sponsored Trading Partner Scholarship. Her proudest charitable endeavour was acting as a foster carer for a trainee seeing-eye dog named Pretzel! An avid learner she holds a Masters of Business from Queensland University of Technology and a Bachelor of Communications from Bond University. She enjoys travel, reading, dining out and attending the ballet.



LUCY DUNCAN EASTERN COMMUNITY LEGAL CENTRE

Lucy is an experienced HR leader who drives outstanding talent management for individuals and organizations. She pursued her passion for HR after several years' corporate legal practice and recently led the world's #1-ranked Leadership Development program in HR at Johnson & Johnson. She previously worked at leading Australasian firm Allens, and boutique consultancy Mahlab. Lucy has lived and worked in Europe, the Middle East, USA and Australia. She holds an MBA from Melbourne Business School and Bachelors' degrees in Laws / Arts from Monash. Her happiest moments are spent with family, running, or trialling every choc-chip cookie recipe she finds!



AMBER EARLES LORD MAYOR'S CHARITABLE FOUNDATION

Throughout her career, Amber has worked across Asia, the Pacific and the Middle East as well as in remote Australian Aboriginal communities to support individuals and organisations to achieve their goals. She is now applying her expertise closer to home. Amber supports small businesses to document, operationalise and evaluate social and environmental impact plans, achieving founders' goals of caring for people and the planet while allowing them to concentrate on the day-to-day running of their business. Outside work, Amber serves on the boards of three for-purpose organisations and loves spending her days at the Mornington Peninsula's many beaches.



JANE EDGAR CANCER COUNCIL VICTORIA

Jane is the General Manager of Cube Group, a public purpose driven consultancy that helps create positive change where she leads People, Finance and Marketing. She holds a Bachelor of Arts, Masters of HR and an MBA from the University of Melbourne. Jane brings a commercial focus with a respect for and focus on people. Passionate about creating equal opportunities in education, career and remuneration, Jane has been responsible for creating modern parental leave programs, accessible education options and has worked to reduce gender pay disparities. She is a strong supporter of the Arts and Melbourne's lively events scene.



HAMSA FARAH COHEALTH

Hamsa is a multi-disciplinary Sustainability professional experienced in developing and leading complex projects and programs in the public, private and not-for-profit sectors. He provides knowledge around building resilience in infrastructure and community development and has provided technical advice on creating of strategic programs that implement elements of the UN Sustainable Development Goals across diverse industries. Hamsa holds a Bachelor of Biotechnology and Master of Environmental Science from RMIT University. Hamsa is an avid basketball fan and enjoys classic films and visiting national parks.



STEFANIE FAUBEL DIAL BEFORE YOU DIG

Stefanie is a lawyer at PricewaterhouseCoopers (and was previously at Clayton Utz), specialising in government major infrastructure projects. Stefanie has a commitment to social impact and is the co-ordinator of the pro bono program for the PwC Legal team in Melbourne. Stefanie has a passion for helping others (especially children), and previously worked as a solicitor at the Child Protection Litigation Office and has been a volunteer with various community organisations (including Edmund Rice Camps).



CADY FERGUSON CASTLEMAINE STATE FESTIVAL

Cady is the Business Systems Manager at the Level Crossing Removal Project. As a transformational leader, Cady is motivated by the opportunity to tackle complex, challenging projects to improve liveability for future generations. Throughout her career, Cady has been drawn to the government and not-for-profit sectors. She is known for her ability to approach complex problems head on by inspiring others to collaborate and deliver transformational change. Cady has an MBA from the Australian Graduate School of Management, specialising in change management and bachelor degrees in Arts and Commerce, with certifications in project management and continuous improvement.



JOHN FINNERTY SOUTH WEST TAFE

John is a local government asset management professional with almost 20 years' experience. His interest in public infrastructure management started in the Water Industry and he has now held Asset Management leadership roles with three Local Councils in the Southwest of Victoria. His strengths include collaboration, continuous improvement, and a willingness to take calculated risks to achieve big results with small budgets. John is currently studying his MBA and looking forward to spending more time in the garden.



EMILY FIORI PUBLIC GALLERIES ASSOCIATION OF VICTORIA

Emily leads the Marketing and Communications team at Film Victoria, the Victorian Government's expert screen agency. With a decade of experience in both the not-for-profit and commercial sectors of the creative industries, Emily is passionate about growing audiences and communicating the value of the creative industries through high-impact and sophisticated campaigns. Emily holds a Bachelor of Arts, Arts Management. Outside of her passion for arts and culture, Emily is an avid beginner golfer and runs the golf Instagram account Two Birdies on Par, aiming to encourage female participation in the sport.



JACQUELINE FLINT THE NAPPY COLLECTIVE

Jacqueline is a strategic and creative communications leader who has provided words and words of wisdom to superannuation funds, education providers, local government and more. She considers it a privilege to help educate and empower people to make more informed decisions about the future. Jacqueline completed her Bachelor of Mass Communication and Master of Business (Marketing) at Queensland University of Technology, but her heart and home are in Australia's creative capital of Melbourne. She is a proud member of the Diabetes Victoria Consumer Advisory Committee, sharing her lived experience to help shape how the organisation supports the diabetes community.



JACOB GABRIEL THE AUSTRALIAN BALLET

Jacob is a Potawurtj Padthaway man employed as an Economist within the Aboriginal Economic Wellbeing branch at the NSW Treasury, helping guide Government investment and policy through evidence-based decision making. Currently studying his MBA at UNSW, AGSM specialising within Social Impact, Jacob is passionate about the Indigenous business sector and promoting opportunities within it to bridge the gap between Indigenous and non-Indigenous Australia. Jacob is a non-executive director of Burrinja Cultural Arts Centre and Boorndawan Aboriginal Healing Service and continues to work closely within the First Nations community in improving both economic and social outcomes.

**LAIZA GARCIA VICTORIAN OPERA**

Laiza is the Senior Program Manager for the Development Partner Institute for mining. She is also the Director of the Cross-Sector Partnerships Initiative. Laiza is an Internationally experience business leader with specialisation in project management, stakeholder engagement, and sustainable development across the business and international development sectors. Laiza has a proven track record working with businesses, NGOs and for purpose organisations on adopting the SDGs as an ESG strategy framework and developing multi - sectoral partnerships. Her passion is to foster responsible business practices to influence social impact. She is the Partnership Manager at the UN Association of Australia Victoria.

**LUKE GIANFRIDDO RELATIONSHIP MATTERS**

Luke is the Governance & Administration Manager at the Abbotsford Convent Foundation, Australia's largest multi-arts precinct. In his role, Luke is responsible for the ACF's governance, ensuring high level performance and compliance and oversees the Administration and Volunteers Team. With close to two years' experience in the role, Luke has first-hand experience in policy development, overseeing risk management frameworks, ensuring compliance, coaching the wider team about governance requirements, and reporting at both a Board and Committee level. Luke holds a Bachelor of Laws (Honours) and Commerce. Luke is a proud member of the LGBTQIA+ community.

**KIRSTEN GLENWRIGHT MELBOURNE RECITAL CENTRE**

Kirsten is a strategic delivery manager at Microsoft, supporting Victorian health services in the public sector. Recognised for being extremely client-focused, she insists on technology strategies and solutions in supporting the business, rather than the reverse. Kirsten has assisted companies like OSCR (Scottish Charity Regulator) and UK/Australian government, in providing cultural, business, industry and technology expertise to drive compliance and collaboration. With an educational background in creative sociology/arts, and logical information management, Kirsten provides a balanced view that satisfies both executives and frontline staff. She enjoys illustration, foreign film, is passionate about aged care and animal/environmental welfare.

**BIANCA GOEBEL BUSH HERITAGE AUSTRALIA**

Bianca is an advocate for future generations, passionate about using systems thinking to tackle our most pressing challenges, towards the goal of equity of opportunities. She brings experience that ranges from grass roots volunteer work to executive leadership across member based, non-for-profit and private organisations. A chartered chemical engineer, she has complimented her technical skill set with management experience as CEO of a NFP Youth Without Borders, strategy experience via working at management consulting firm BCG and via completing an MBA.

**MARTIN GOULD BREAST CANCER NETWORK AUSTRALIA**

Martin is the Lead for Measurement and Evaluation at the Paul Ramsay Foundation, where he works with colleagues and external partners to generate and use evidence to assess and enhance the impact of the Foundation. Martin is passionate about using evidence and careful reasoning to address systemic injustice. He has worked in social policy and evidence use across government, not-for-profits and the private sector. He has led extensive evaluations of school education and tertiary education programs in Australia and research projects in Vietnam and five African countries. Martin holds a BA (Honours) and Bachelor of Public Policy and Management (Honours).

**MICHELLE GRIGG REBECCA JANE FOUNDATION**

As manager of marketing and digital at energy retailer, Origin, Michelle combines an integrated marketing communications background with over a decade of experience in both client and agency roles across Australia and New Zealand. A highly strategic senior marketer with strong skills in brand strategy, vision, communications, advertising, and project management, she is passionate about creating environments where both people and creativity can thrive. She lives her life based on the values of gratitude, growth, energy and achievement. Michelle enjoys running marathons around the world, is an avid reader and enjoys food and wine.

**MATT HARVEY LEARNING FOR LIFE AUTISM CENTRE**

Matt is a medical doctor and management consultant passionate about reducing inequity and inequality so everyone can succeed and contribute to their community. Having volunteered with Lifeline, Red Cross and Canteen, he has deep respect for the important role of NFP organisations in Australia. Matt works across healthcare, pharma/medtech, and the public sector in Australia and Europe, covering topics including regulatory, corporate and product strategy, organizational transformation, and analytics. He believes technology, data and advanced analytics can improve health, wellbeing and prosperity for all. He enjoys scuba diving, hiking, travel, and spending quality time with his friends and family.

**RICK HEMPHILL NEAMI NATIONAL**

Rick is a broadly experienced corporate accountant with over 10 years' experience in his current role at SW Accountants & Advisors. He is passionate about systems, processes, data, and finance team optimisation and is the firms lead on all things cloud advisory. Rick holds a Bachelor of Business Information Systems and is a Chartered Accountant. Rick's activity in this space has led to existing client engagements with a range of charities and not-for-profits, including RISING Melbourne, Food & Drink Victoria, the AFL Players' Association, the Australian Cricketers' Association, VALID Inc and the Institute of Public Affairs. to name a few.

**KIM HO COMMUNITY BROADCASTING FOUNDATION**

Kim-Thi is a Vietnamese-Australian committed to improving access to educational opportunities. She is inspired by her parents' journey from Vietnam (during the war) to Australia as scholarship recipients. Kim's professional experience includes supporting girls vulnerable to human trafficking in Thailand, supporting transformation of schools in rural Cambodia, and working at Oxfam Australia in monitoring and evaluation. Kim is now a Team Leader at The Smith Family, overseeing a team that supports 1,800 scholarship students and a suite of educational programs from early years to tertiary level. Kim is passionate about advancing cultural diversity, gender equality, environmental sustainability, and continuous learning.

**LIZELLE HUGHES ABBOTSFORD CONVENT**

Lizelle is the Director of Software-as-a-Service Partnerships at Microsoft, where she empowers digital businesses, to innovate and transform the Australian economy. Lizelle has 21+ years' experience building successful corporate partnerships. Previously she worked at Amazon Web Services where she was head of strategic partnerships. Lizelle has lived and worked in the middle east, India, USA, Germany, and Peru. In 2016, Lizelle was Highly Commended by ARN Australia Women in ICT for achievement in the Channel and was also nominated as a finalist in 2018. When she's not working, you will find her Stand Up Paddle Boarding in Melbourne.



ASHA IOCLARI COUNCIL TO HOMELESS PERSONS

Asha is a product manager and digital strategist with 10 years' experience in the education, travel and publishing sectors. She uses her position to influence accessibility and DEI in the workplace and in her products. Asha is passionate about helping people improve their lives through education and exposure to new experiences. She has worked for Jetstar, RMIT University and Lonely Planet. She currently helps people find their way into higher education with Open Universities Australia. Asha holds a Master of Communication and an Executive MBA from RMIT University. She's a voracious reader, lover of the arts and enjoys bushwalking.



MADI JACOBS PENINGTON INSTITUTE

Madi is a corporate communications professional with extensive experience in the not-for-profit sector nationally and internationally. She has worked with senior boards for most of her career and strongly believes in the importance of a whole-of-community approach, involving community, industry and government to solve complex issues and enact positive behaviour change. Madi has an MBA from Monash and is a Graduate of the AICD. Outside of friends and family, she enjoys learning from DIY (mis)adventures and chasing her little dog, Party, in the country.



ALISON JOHNSON WANNON WATER

Alison is the General Manager at software house Accrivia Pty Ltd, in Warrnambool, Vic, and has extensive experience in software engineering, business software and project management. She's passionate about helping organisations to achieve their potential through efficiency, creativity and a little tech. After a successful secondment to rollout a major operations system at Glenelg Hopkins CMA, she's invested the last few years into expanding the offerings of Accrivia, and further supporting businesses in a post-COVID environment. When not in the office, you'll most likely find her outdoors - in the garden, camping or otherwise enjoying nature.



KATELYN JONES AUSTRALIAN PROGRESS

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.



MANU KAILOM STATE LIBRARY VICTORIA

Manu is an aspiring writer, community development practitioner and advocate for LGBTQIA+ refugee and Asylum Seekers. He works as a Peer Support and Community Development Officer with Many Coloured Sky. Manu also Co-chairs the Queer Refugee and Asylum Seeker Services Network in Melbourne and is involved in reference groups like the QTIPoC advisory board of Switchboard Victoria, Rainbow Door, Pride Foundation Australia, and a Co-chair of Uniting Consumer Partnership Steering Group. He is currently writing a book called 'Please Hold My Hand' based on his lived experience and work with culturally and linguistically diverse youth suicide prevention.



LORRAINE KAMBALA THEATRE NETWORK AUSTRALIA

Lorraine is a Malawian international student undertaking a Master of Social Work degree at Monash University. As an aspiring social worker, Lorraine has a significant interest in social policy, specifically in the Mental Health sector. Lorraine has been recognized for her youth leadership initiatives by the African Women's & Families Network and Victorian State Government. She has also previously been an executive member of the Victorian Association of Malawians. Lorraine aspires to one day work in the Mental health policy sector after being a practicing social worker. In her free time, she enjoys watching YouTube cooking series and MasterChef Australia.



DANIELLE KAMIEN NATIONAL COUNCIL OF JEWISH WOMEN OF AUSTRALIA VICTORIA

A digital marketing professional with over 13 years' experience delivering differentiated brand journeys that build customer loyalty and drive growth. Danielle is currently Manager Marketing and Communications at Relationships Australia Victoria. Danielle began her career at ANZ as a graduate, starting in retail, with most of her time spent in digital marketing. After ten years Danielle made the switch to the not for profit sector where she takes pride knowing her output is helping people in need. Danielle is passionate about ensuring all children have a roof over their head, eliminating child homelessness.



ERIN KANYGIN ARTS ACCESS VICTORIA

Hailing from a small fishing village in Nova Scotia, Canada, Erin made it to Melbourne via Brazil and London, and is currently working as a Legal Transformation Analyst at Gilbert and Tobin. Erin moved to Melbourne to undertake Juris Doctor studies at Melbourne Law School in 2016. There, she learned about the opportunity to provide access to justice through the marriage of law and technology, which has led her to a career in legal innovation. Erin has recently co-founded a legal tech start-up called 'Bumpd', which aims to support people who have lost their job due to parenting-related dismissals.



CLAUDIA KERNAN AUSTRALIAN YOUTH CLIMATE COALITION

Claudia works for Australia Post as the Manager of Enterprise Policy & Programs. She was previously an employment lawyer at Herbert Smith Freehills, and is passionate about building positive workplaces that empower people to achieve their full potential. She has extensive experience with the Not-For-Profit sector, having provided pro bono legal services for the Women's Homelessness Prevention Project, and as a lawyer in Justice Connect's Homeless Law team. Claudia holds a Bachelor of Laws and Bachelor of Public Communication from University of Technology, Sydney. She loves surfing, GWS Giants and Melbourne's food scene.



GULANDAM KHAN FILM VICTORIA

Gul is a Management Consultant at PwC specialising in strategy and digital transformation with a focus on government and the public sector. Gul has had a particular focus on vulnerable citizens and is passionate about rebuilding citizen trust in the public sector. She is also the co-founder of the not-for-profit Not Too Young To, aimed at improving political participation and civic engagement amongst young Australians. Gul is a first gen migrant from Pakistan, who now lives in Melbourne where she enjoys good coffee, literature and podcasts.



CAESAR LA ROSA PHILANTHROPY AUSTRALIA MELBOURNE

Caesar is a technology leader with experience across operations, business development and strategy. Focusing on value and workforce optimisation, Caesar helps clients realise their true potential. After completing an MBA, his interests in wellness led to training as a Mental Health first aider. He's held volunteering positions at The Australian Business and Community Network, Foodbank Victoria and Vision Australia. Outside work, he is a Team Manager of a junior NPL soccer team and helps kids develop critical thinking skills and teamwork. During weekends, growing produce and getting back to nature is what connects him to his family's Italian heritage.



ANDREEA LACHSZ CONSUMER ACTION LAW CENTRE

Andreea is the Head of Policy, Communications and Strategy at the Victorian Aboriginal Legal Service. She completed her Churchill Fellowship on culturally appropriate implementation of the Optional Protocol to the Convention Against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT) for Aboriginal and Torres Strait Islander people, and previously volunteered as a humanitarian observer with the Australian Red Cross Immigration Detention Monitoring Program (visiting facilities in Australia, PNG and Nauru). She has worked as a criminal defence lawyer at Victoria Legal Aid and as coordinator of community legal education at the North Australian Aboriginal Justice Agency.



JOHAN LAMBIE PANDA

Johan is a technology architect currently working for Judo Bank. He is passionate about having a tangible impact on organisations by looking holistically at the challenges they face. He has been involved in numerous customer transformation projects for medium to large companies and is now making a difference for SME's in Australia through Judo Bank. Johan holds a Master in Electrical Engineering and a Post Graduate in Business Administration. In his free time, he loves to travel, snowboard, meditate and meet with friends.



GAL LANDAU COMMUNITY SECURITY GROUP

Gal is an Associate Consultant at PwC. He advises clients within the Consumer and Industrial Products and Services sector about the implementation of technology to improve their operations. Gal holds a Bachelor of Business from Monash University, with majors in Economics and Business Strategy, as well as Business Law. Gal is passionate about giving back to the community and has a range of volunteering and professional experience at various of Not-For-Profit organisations. In his leisure time, Gal enjoys travelling, photography, playing chess and watching AFL, cricket and soccer.



AMANDA LAUCLAN AUSTRALIAN CHILDREN'S LAUREATE FOUNDATION

Amanda is a marketing professional with almost 20 years' experience working with some of Australia's best-loved brands. She recently founded Make-A-Wish Australia's innovation function, designed to grow the charity's revenue, reach and impact. Prior to this, she spent 13 years with ANZ working in senior communications roles. Amanda holds a Bachelor of Management and enjoys travel, food and family. Her free time is spent building LEGO, singing Frozen and resolving the understand the mysteries of Minecraft.



BRETT LEE REGIONAL ARTS VICTORIA

Brett previously worked as Associate Producer at Footscray Community Arts Centre working closely with the Indigenous Advisory Group to contribute to the delivery of the Indigenous Cultural Programs at the Center. He also worked as Arts Projects Officer at The Victorian Aboriginal Child Care Agency. He is Chairperson of the Board of Songlines Victorian Aboriginal Music Corporation. He previously worked at AFL SportsReady as the First Peoples Liaison Officer for the Creative Victoria Creative Industries Traineeship Program. Brett has released his debut album Pirritu Part I on 19th November 2021 under his Artist Project Pirritu.



MOANA LEILUA CARE AUSTRALIA

Moana is the RUPA Player Development Manager for the Melbourne Rebels Rugby Union. A curious leader and empowered professional, she is dedicated to equipping professional rugby athletes with the tools to be better players and in turn better citizens. She has previous experience working in the tertiary education sector in Auckland, New Zealand. Moana has completed a Bachelor of Science from the University of Auckland, and a Master of Business Administration (MBA) from the University of Waikato. An avid non fiction reader, passionate about pacific culture, she enjoys watching sport, visiting art galleries, and listening to music.



BRYAN LEONG MELBOURNE CHAMBER ORCHESTRA

Bryan is the Marketing and Communications Lead for Planday, a Danish start-up producing scheduling software for businesses and owned by Xero. In this position he is responsible for brand, PR and digital acquisition in Australia. Prior to this, he has also worked extensively across a diverse range of industries in strategy and marketing roles. Bryan is passionate about helping companies to grow through digitisation and to prosper through diversity & inclusion. He has a Bachelor Degree in Mechanical Engineering & Commerce from the University of Melbourne, and an MBA from Melbourne Business School. Bryan is married and lives in Melbourne.



URSULA LEPPOROLI MULTICULTURAL ARTS VICTORIA

Ursula is KPMG's Global Mobility Services Compliance Lead. Following the completion of her bachelor's degree in management and economics Ursula took up a master's in commerce at UNSW. She began her career in tax in 2005 and has amassed a deep expertise in all matters pertaining to the taxation of the remuneration of local and globally mobile employees. She most enjoys providing practical advice to her clients. Her free time is spent mothering Markus and capturing the beauty of our world through photography. She enjoys giving back to the community through participation in ABCN and Enactus.



CHRISTINE LOULIER GRIFFIN PROJECT ROZANA

Christine is a fundraising and innovation specialist at Cancer Council Victoria who is passionate about ensuring supporters are at the heart of fundraising. Using her extensive experience in business improvement, project management, agile ways of working, design-thinking and leading teams; she drives innovation, insights and customer experience projects, to grow fundraising. Most recently, Christine has been supporting the roll out of a new, more agile way of working across her division to improve collaboration, increase pace to market and further empower staff. Christine is a proud advocate for diversity and inclusion especially in supporting and raising up the feminine.



VINAY MAHAJAN
ACCIDENT COMPENSATION CONCILIATION SERVICE

Vinay is a Director at PwC Australia. He advises clients in the technology sector and is responsible for leading global PwC teams on some of the firm's highest profile engagements in Australia and United States. He advises a range of companies from startups to large public companies and is a mentor for the Melbourne Accelerator Program. He's involved in the development of Australia's relationship with Asia, having completed the Asialink Leaders Program. Vinay holds a Bachelor of Commerce from the Uni of Melbourne and is a qualified Chartered Accountant. He enjoys playing tennis, which he played semi-professionally in Europe.



ALVARO MAZ **HOLMESGLEN TAFE**

Alvaro is a civic leader with a passion for technology, bringing people together and solving big problems. Since 2014, as Co-Founder of Code for Australia and HoistAi, I have been working closely with values-driven people to build products and organisations that make the world a better place. Empowering teams and the design and tech community is my passion. I also bring people together.



GRACE MCCOY **THE INTERNATIONAL CAMPAIGN TO ABOLISH NUCLEAR WEAPONS (ICAN AUSTRALIA)**

Grace is a policy wonk who is passionate about making big messy systems work better to serve local communities. Grace has led strategic policy work within Commonwealth and Victorian Government Departments across a range of social policy reforms including education, mental health, disability and aged care. Grace recently made the leap into the not-for-profit sector, where she is currently Head of Partnerships and Lived Experience at SANE Australia. Grace holds a Bachelor of Arts and a Masters in Public Policy and Management from the University of Melbourne. She enjoys hiking, yoga and Martinis (not at the same time).



RUTH MINKOV **INFOXCHANGE AUSTRALIA**

Ruth is a provisional psychologist and pending Clinical Neuropsychology Masters graduate with both research and clinical experience. She is also autistic, and a proud Badtjala woman. She has extensive experience in community services, including in women's homelessness, disability, and student services. Ruth is driven to foster understanding and collaboration between diverse groups of people using engaging methods based on evidence. In her spare time, she enjoys learning to code, mentoring others, and designing the ultimate standing desk.



MICHAEL MITCHELL **CREATIVE PARTNERSHIPS AUSTRALIA**

Michael is a Delivery Executive at Microsoft, covering state government and global resources organisations. Michael currently manages a team that ensures customers achieve the most return from their technology investment. Michael also leverages his consultancy background to provide technical advisory services that enables his customers to digitally transform. Due to his own experiences with his daughter Emma's dyslexia, watching her struggles through her education journey, Michael is driven to use this experience to improve accessibility for all through technology. Michael enjoys spending time with his family, watching live sporting events or one of his daughter's NIDA performances.



MADELEINE MULHOLLAND
PUBLIC GALLERIES ASSOCIATION OF VICTORIA

Madeleine is an experienced manager with a practical understanding of the role of government in supporting the NFP sector. As Principal Advisor on the Melbourne Arts Precinct Transformation, she's contributing to the largest ever cultural infrastructure project in Australia. She has held roles as Head of Planning and Strategy for the Governor of Victoria, and at the intergovernmental Commonwealth Secretariat in Health, Education and Economic Development. Madeleine holds a BA in International Studies and Political Science, and a Master of International Business. She's an enthusiastic reader, an average knitter and a slow hiker.



JESSIE MOTLIK **ABORIGINAL HOUSING VICTORIA**

A Kurna/Ngarrindjeri woman, Jessie's background is in Health and Research. A rising professional having spent 15 years in Aboriginal affairs and over 10 years' experience in Knowledge brokering and program management. Jessie specialises in translating Knowledge into Action and currently holds the position of General Manager, Operations at Kinaway. Focussing on ensuring Kinaway grows in a sustainable manner, while developing governance structures, policies and procedures and oversight of all Kinaway lead projects and partnerships. She understands the importance of self-empowered initiatives for effective emersion and successful outcomes. Jessie enjoys spending time with her young family.



LILY PARTLAND **SEXUAL ASSAULT AND FAMILY VIOLENCE**

Lily is a media and communications professional, working as Oxfam's Head of Media. She has worked in international development for six years (with humanitarian deployments to Ethiopia, Iraq, South Sudan and Bangladesh), as well as in the First Peoples sector. She has worked as a journalist at media outlets including the ABC and The Age, was highly commended at the Victorian Quills awards and won two Yooralla Media Awards for stories on disability rights. She has lived, worked or studied in 10 countries and enjoys meeting new people, talking global politics, bushwalking, and listening to live music.



GLENN PELLEGRIN **AUSTRALIAN PROGRESS**

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 Dhelk-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.



CATHERINE PHILLIPS **FITTED FOR WORK**

Catherine is passionate about creating inclusive and diverse workplaces. She has worked extensively in the sports industry to develop strong cultures of growth and empowerment, both as Co-Captain of the St Kilda Football Club and as Captain of the Australian Ultimate Frisbee team. In addition, she has served as a board member for various sporting organisations and has been a regular volunteer coach at local and state level. Catherine is currently a Strategic Advisor in a major energy company, working to navigate the challenges and opportunities associated with the transition to a clean energy future.



ELYSHA PNG ACMI AND CHRISTIAN BLIND MISSION

Elysha manages Strategic Projects at Disney, where she identifies and incubates new growth opportunities. Her generalist skillset comes from a broad range of career experiences, including with MECCA Brands, Deakin University and TOM Organic. Elysha is passionate about for-purpose business innovation, particularly in diversifying sustainable revenue streams. She's most interested in diversity, inclusion and sustainability programs, and values career mentorship. Elysha is an insatiable learner and has learnt six musical instruments, five languages and four coding languages. She is learning to raise her puppy Yodi, with her husband Johannes.



CHRISTIE RAYMOND STAND UP

Christie is incredibly passionate about International Development and Entrepreneurship. Currently, Christie works as the Strategic Partnerships Manager at ygap and has previously worked for a Social-Enterprise called Thankyou. She has worked in the Cook Islands across Gender and Women's Health as well as working across Refugee Camps and Humanitarian Response in Greece. She is driven to make a difference and enjoys continuously learning and building relationships. Christie holds a Bachelor of International Relations and most recently completed a Climate Change Short-Course at Stanford University. In her spare time she enjoys cooking new foods and working on her start-up ideas.



ELLE RICHARDS KOORIE HERITAGE TRUST

Elle is a proud Kamilaroi (Gomeri) woman who possesses a strong interest in and history of community facilitation and project management predominantly in arts and Indigenous organisations, as well as a raft of experience in research and curriculum design. She is a strong advocate for Indigenous Australians and currently works in Aboriginal Youth Justice whilst also completing her Master of Indigenous Business Leadership. Elle's strengths lie in stakeholder engagement in particular within an Indigenous cultural context. Elle's passions include decolonising Indigenous Education, providing pathways for Indigenous Australians into higher education, and helping Indigenous Australians move towards self-determination.



MATTHEW ROBINSON SAVE THE CHILDREN AUSTRALIA

Matthew is a Vice President in the investment banking team at Macquarie Capital. He has advised a range of clients on M&A transactions in sectors including Engineering and Construction, Logistics, Food Services, Mining Services and Technology. In 2016, Matthew participated in the Jawun program where he led a strategic review of an indigenous owned banana farm in Far North Queensland. Matthew holds a Bachelor of Commerce (Honours) from the University of Melbourne. He is a passionate St. Kilda Football Club supporter, an avid reader, a linguist enthusiast, and keen runner.



SKYE RUGLESS REBECCA JANE FOUNDATION

A senior marketing leader, Skye has worked for several iconic media brands including The Times, The Australian, and the Australian Broadcasting Corporation. Specialising in CRM and loyalty, she works on strategies to grow audiences, revenue and customer advocacy for news and entertainment brands. In her current role as Director of Consumer Revenue for Broadsheet Media, Skye leads a team of marketers responsible for all direct form reader revenue streams. Skye's deeply passionate about diversity and inclusion, particularly within creative industries and volunteers for Women in Media to advance this agenda.



SHABNAM SAFA CENTRE FOR MULTICULTURAL YOUTH

Since arriving in Australia as refugee at the age of 15, Shabnam has persistently worked towards enabling more meaningful engagement and participation of refugees in addressing the complex challenges of resettlement. She has founded and led multiple initiatives in Australia and abroad, particularly focusing on capacity-building and strengths-based approaches. She works at Community Refugee Sponsorship Australia and chairs the National Refugee-led Advisory and Advocacy Group advocating for effective inclusion of lived experience in key decisions, policies, and public discourse about refugees. Shabnam is also a Karate champion with multiple national and international titles to her name.



FRANCESCA SALVO OVARIAN CANCER AUSTRALIA

Francesca is a Consulting Sales Manager with Microsoft spending most of her career in IT despite initially thinking she'd be a sports journalist or the next Mariah Carey. Francesca moved from management consulting into a predominately sales career and now spends time coaching teams on how to connect with customers' and supporting business outcomes through both financial acumen and the application of leading-edge technologies. Francesca's unique upbringing allows her to empathise with a number of NFP organisations and is most passionate about having an impact in organisations supporting either indigenous people, or children at risk/victims of family violence.



MICHAEL SCUTT RSPCA VICTORIA

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.



SHAHAF SEGAL AUSTRALIAN JEWISH FUNDERS

Shahaf is a Director at KPMG where she leads strategic planning for Government & NFP clients, and KPMG Strategy's National Lead for the Education Sector. Bringing to bear analytical tools from her previous roles in Israel as a Board member in the education space, an Army Intelligence Officer, and a tech-focused investment banker, Shahaf works closely with executive teams and boards to help their organisation transform. Being passionate about societal improvement, Shahaf leads KPMG Strategy's pro-bono work and is the co-founder of Tel Aviv University innovation centre. She enjoys the arts, travel, hiking and is an amateur pastry chef.



ASANGA SENEVIRATNE CENTRE FOR MULTICULTURAL YOUTH

Asanga is a Senior Policy Officer within the COVID-19 Response at the Victorian Department of Health. Previously he was a strategy consultant at Oliver Wyman, an Associate at YLab Global and volunteered with the Foundation for Young Australians and the Centre for Multicultural Youth. Asanga is a WEF Global Shaper and holds a Bachelor of Commerce (Economics/Finance) from the University of Melbourne. In his spare time, you can find Asanga trying with varying levels of success to perfect his 3 point shot, catch up on the latest novel sitting on his bookshelf or catch a wave.

**VICKY SIMISTER CLIMATE FOR CHANGE**

Vicky leads the Australian finance function for The Guardian, where she also chairs the diversity & inclusion forum and the sustainability forum. She is branch secretary for the Northern Beaches chapter of the Surfrider Foundation and, whilst living in London, ran a campaign against sexual harassment in public spaces which saw her win the London Social Justice Award and be named one of the Evening Standard's '1000 Influential Londoners', One World Action's '100 Women Who Change the World' and Microsoft's '50 Remarkable Women'. She is currently completing an MBA at Macquarie University and enjoys bushwalking, paddle sports and the beach.

**KATE SIMPSON STATE SPORT CENTRES TRUST**

Kate is a former physical education teacher, volunteer surf lifesaver and swim teacher. As General Manager – Education, Sport & Club Development at Life Saving Victoria, her role is to lead the strategic development, implementation and evaluation of innovative water safety, education, and sport programs for the community. Kate is passionate about preventing drownings and ensuring children have the swimming skills to safely enjoy a lifelong participation in aquatic recreation. Kate is Vice President on the board of ACHPER Victoria and a volunteer Red Cross emergency services team member. She loves travelling and is always planning her next adventure.

**NANTHESH SIVARAJAH FOOTSCRAY COMMUNITY ARTS CENTRE**

Nanthesh is a Senior Investment Analyst at Australian Super, with experience in Real Assets, Corporate Finance and Strategy Consulting. Having studied Structural Engineering at the University of Melbourne, he is able to solve complex problems using an analytical approach. Nanthesh is also an active participant in the Australian multicultural arts scene. He is a musician and has co-founded Gamaka, a not-for-profit organisation which promotes and fosters South Indian Classical Artists in Australia, where he serves as President. Nanthesh also runs a media company, Spectrum Kreativ which provides audio engineering, videography and photography services across Australia.

**CESSALEE SMITH-STOVALL RISING MELBOURNE**

Cessalee is an artist, educator, advocate and founder of Stage A Change. As a diversity, equity and inclusion consultant, Cessalee connects her training, theatre background, and lived experience as a Black artist to deliver strategy and programming to arts organisations and practitioners globally. With a degree in theatre from Florida State University, certificates in Diversity & Inclusion from Purdue University and Cornell University, and a Mental Health First Aid certification, she is uniquely qualified to support diversity, equity, inclusion and mental health initiatives. Cessalee enjoys attending lectures, travelling and pretending to be a foodie along with her partner and daughter.

**ROBYN STEVENS AUSTRALIAN COUNCIL FOR INTERNATIONAL DEVELOPMENT**

Robyn is a people and culture leader with a wealth of experience in corporate and not for profit organisations, specialising in employee relations. Robyn is currently the Director of Human Resources at the Asylum Seeker Resource Centre, Australia's largest human rights organisation supporting people seeking asylum. In 2021 Robyn successfully led the ASRC through its first refresh of organisational values as part of cultural transformation. Robyn holds Bachelors degrees in Law and International Development, and a Graduate Diploma in Legal Practice and previously volunteered at a variety of charities between study and travel.

**VANESSA STEVENS-DOWNIE FOOTSCRAY COMMUNITY ARTS CENTRE**

Vanessa is a public policy professional, leader and storyteller with experience in not-for-profit, government and corporate sectors in Australia, the UK and the UN. A lawyer by training, she has woven her career to progress social justice issues that she cares about. She currently leads the Aboriginal Systems Reform team in Victoria's Health Department. She lives with her husband and their inspiring (and stubborn) three-year-old son in Melbourne. Vanessa loves being creative and she performs SLAM poetry and writes children's books in her spare time. She also cooks the yummiest spaghetti bolognese (says her son).

**ASEEL TAYAH WATERAID AUSTRALIA**

Aseel is an important voice in the Australian cultural landscape. As a Palestinian artist/activist, Aseel has been instrumental in using her cultural practice to shed light on the experiences of those living in war-torn countries and conditions. She is a fierce and compassionate advocate for humanity and for humans to deal with each other with dignity, kindness and respect. As an unstoppable force in the cultural scene, Aseel has created numerous new works such as Bukjeh inviting communities into the experience of asylum seekers and refugees, through deeply personal and transformational multi-art engagements.

**BWE THAY ASYLUM SEEKERS RESOURCE CENTRE**

Bwe is a spirited advocate for a multicultural Australia. He works to develop the capacity of multicultural communities, with a focus on leadership development, education and employment outcomes. His involvement extends from working with individual communities to advocacy at the highest levels. His work informs the direction and policy of service providers, business and all levels of government. Bwe has held many leadership roles within Victoria's multicultural sector and has been widely recognised for his advocacy, community service and professional achievements. Bwe has a strong commitment to promoting harmony by bringing communities together to build a vibrant society

**SOPHIE TILLEY MACCABI VICTORIA**

Sophie is an award-winning marketing and communications professional passionate about the arts and the power of expression. Sophie has spent her career helping businesses grow their digital presence through paid and organic strategies and using her communication skills to create strong and engaged communities. She volunteers at cultural festivals, celebrating the diversity of Melbourne. Sophie holds a Bachelor of Marketing and Media from Macquarie University and a Masters of Marketing Communications from the University of Melbourne. She is fluent in French and confident in Spanish. On weekends you can find her jam roller-skating or catching up on the latest indie films.

**PETER TURNER LUCY GUERIN INC.**

Peter is the Associate to Member Parker at the Administrative Appeals Tribunal. A recent graduate from the University of Melbourne with a Juris Doctor and Bachelor of Arts, Peter is set to be admitted into the legal profession in September 2021. Peter is deeply passionate about Australia's arts and culture sector. In 2019, Peter co-founded the FAME Law Student's Association which aims to foster engagement between lawyers and law students who share an interest in the creative industries. Peter has previously volunteered at the Arts Law Centre of Australia and encourages everyone to support their 'Fake Art Harms Culture' campaign.



CLARA VAN DEN BOSCH FAMILY LIFE

Clara is an experienced criminal justice professional, with over a decade's experience in the Victorian public service. Clara has worked in a variety of roles throughout her career, including at Victoria Police and the Commission for Children and Young People. She has significant experience in providing evidence at court, criminal investigations, case coordination, practice advisory and people management. Clara holds a Bachelor of Social Science from Latrobe University, and a Bachelor of Design from RMIT University. She is an avid consumer of books and film and is passionate about mentoring young women to achieve their potential.



VIN VIJAYAN ABBOTSFORD CONVENT

Vin is senior technology project/program manager with extensive experience working in not-for-profits, Consulting, Education, Technology Automotive and Media landscape. Vin has delivered digital, software and infrastructure projects with a strong focus on stakeholder engagement, vendor management, effective communication, change management and continuous improvement. Vin is experienced in working closely and advising C-suite and Senior Leadership within organisations. Vin currently works as the GM Corporate Systems at Carsales and holds a Bachelor of Engineering from Utkal University (India) and a Masters in Information Technology from the University of Queensland. Vin enjoys cooking, the arts and travelling.



NIKHI WAGSTAFF GARDINER FOUNDATION

Nikhi is a senior lawyer specialising in commercial real estate. She is currently on secondment as legal counsel at ISPT where the team is committed to creating growth for people and places through property. Nikhi assists with pro bono legal matters. Community and contribution are important to her. She has volunteered with multiple committees and is now looking forward to leveraging her experiences and skills to give back in the NFP sector with greater focus. Outside work, Nikhi is excited by opportunities in farming and agribusiness. She is passionate about the quality of produce and products generated by regional Victoria.



PAUL WILSON MONTSALVAT

Paul is an Enterprise Sales Manager at Microsoft with extensive experience in supporting and enabling customers in transforming customer and employee experiences through the adoption of modern business applications. After 8 years at Microsoft UK, he took an opportunity to join the Microsoft Australia subsidiary in 2015. He is active in a number of initiatives including the 'Male Champions of Change' council at his current employer. Paul enjoys cooking, reading and is a keen mountaineer having trekked and climbed peaks across Europe, Africa, New Zealand and the Himalayas.



ARIA WONG MALTHOUSE THEATRE

Aria is currently employed as a Senior Associate at Herbert Smith Freehills, a global law firm, where she specialises in commercial law (Mergers and Acquisitions). She previously worked for several years in London as a corporate lawyer at Herbert Smith Freehills and Linklaters, and has served as a Non-Executive Director for a not-for-profit organisation in the education sector. Aria hopes to draw upon her background in commercial law, finance and accounting to further contribute to a not-for-profit board in the future.



YVETTE LANDAU ZEGENHAGEN AUSTRALIAN NATIONAL ACADEMY OF MUSIC

Yvette is the Head of International Humanitarian Law (IHL) and member of the executive team at Australian Red Cross. She is currently the Chair of Australia's National IHL Committee and an editorial board member of the International Review of the Red Cross. Yvette was previously Chair of the Asia Pacific National Society Legal Advisers' Network and common law legal adviser for the International Committee of the Red Cross. She has also worked as an Adjunct Teaching Fellow and commercial lawyer. She holds Bachelors of Laws and International Relations and a Masters in International and Community Development.



CASSIE ZUREK MUSIC VICTORIA

Cassie is a Health Promotion Officer with Merri Health. Cassie has over seven years' experience working in community development, including with the Cathy Freeman Foundation and Brotherhood of St Laurence. Cassie has extensive experience working with Aboriginal and Torres Strait Islander communities in culturally respectful ways. Cassie is a passionate advocate for community empowerment, social justice and equity. Cassie is queer and has worked with the LGBTIQ+ community both formally and informally. Cassie holds a Bachelor of Arts (Sociology and Australian Indigenous Studies) from the University of Melbourne and Master of Public Health from Deakin University.

“The Board of Melbourne Recital Centre welcomes the contributions made by talented members of The Observership Program. We commend this initiative to other organisations committed to good governance and increasing the diverse voices represented in boardrooms.”

Professor Andrea Hull AO, Chair, Melbourne Recital Centre

“The Australian Ballet has participated in the Observership Program for three years and has found the quality of the candidates presented to us for consideration to be outstanding. We have been fortunate to have two Observers to date and both bring a range of skills, experience and diversity to our Board. As a major performing arts company, this program has proven to be an excellent way for us to contribute to the development of talented future leaders and to increase the diversity of viewpoints available to us.”

Libby Christie AM, Executive Director, The Australian Ballet



“The support and professional development the Observers receive over the course of the Program is invaluable and cannot be accessed anywhere else. The selection process is very strategic: it ensures organizational fit. Our Observers have demonstrated real diligence and commitment to their role: they have brought valuable experience and expertise to the board table, including during the current Covid-19 crisis.”

Victoria Marles AM, Chair, Consumer Action Law Centre, Chair, Abbotsford Convent Foundation and CEO, Trust For Nature

“Diversity is a key element for good governance, yet too often people with different education, skills, lived experience, socioeconomic and cultural backgrounds don't have the pathways to gain board experience. The Observership program has an outstanding track record of sourcing and matching amazing, diverse, candidates to NFP boards. As a Director and Chair, I've been involved since 2018, and every year it's a challenge to choose between the 5 to 6 high potential, inspiring candidates provided to the Board. We review the program annually and my fellow directors have consistently noted the value for the board and the Observer and committed to continue participation. It's a brilliant program, building the next generation of diverse and inspiring Directors!”

Morgana Ryan, Chair Infoxchange and Director, Care Australia

“The Program is a wonderful opportunity for personal development as participation exposes you to a diverse community of NFP leaders who are regularly making decisions that have a broader impact on society. The knowledge and skills that you pick up as an Observer can't be taught in a classroom. By observing boards in action, you will learn how to be a better leader, a better listener and have a broader array of skills through which to apply when making decisions in any sector. The formal training program is comprehensive in nature and when applied alongside the practical observing of a board, is the perfect catalyst for a person to want to make a difference in whatever leadership role they are pursuing.”

Kate Stewart, 2018 Observer, joined FareShare following her Observership

“We received approval from the Victorian Government to appoint Anna Pitt, our 2019 Board Observer to the Victorian Opera Board. Anna stayed on our Marketing Committee in 2020 after her official Observership ended and she has continued to attend Board meetings as an Observer since that time. Based on her skills and contribution, we decided earlier this year to propose her to the government as a full Board member. We are delighted that her appointment was approved and are excited to welcome her to the Board. We have been very happy with the quality of our Observers since joining the Program in 2017.”

Grant Powell, Board Director, Victorian Opera



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

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

“As an Wailwan and Kamilaroi man concerned about the need for Indigenous representation in the board room of our organisations, the Observership program gave me the foundational knowledge I need to be comfortable stepping up into these much needed roles. It's been as beneficial to me as it has been to our organisations. I implore our future leaders and community organisations to use this valuable program and secure the future of Indigenous organisations run by our communities, for our communities.”

Blayne Welsh, 2018 Observer, appointed to Ilbjerri Theatre Board following his Observership

“The Observership Program has been a fantastic experience. A big part of why I'm at PwC is the opportunity to have a larger impact on the community and being offered the opportunity to participate in The Observership Program provided me with the launch pad into future director roles within the not-for-profit sector to not only provide a contribution to the community in an area I'm passionate about but also to broaden my professional network. Being on the board has given me a different perspective on leading a company and allowed me to put myself in the shoes of a director to understand what their thinking. This has made conversations with clients more interesting and valuable for both sides.”

Mark Valerio, 2015 Observer. Board Director, Association of Children's Welfare Agencies (ACWA)

