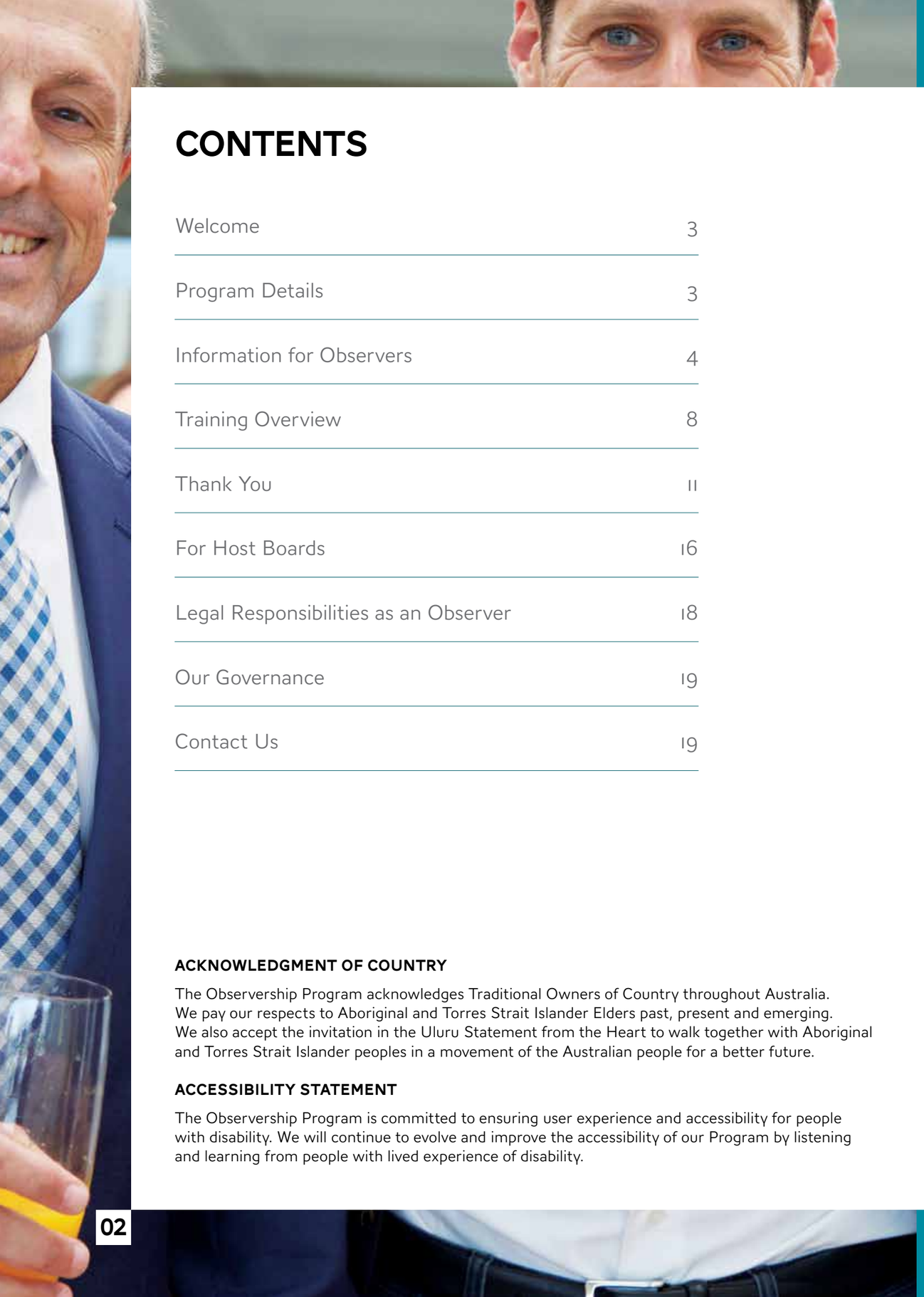
PROGRAM HANDBOOK

"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)

SYDNEY 2025

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.

ACCESSIBILITY STATEMENT

The Observership Program is committed to ensuring user experience and accessibility for people with disability. We will continue to evolve and improve the accessibility of our Program by listening and learning from people with lived experience of disability.

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

WELCOME

CONGRATULATIONS
WELCOME TO THE 2025 OBSERVERSHIP PROGRAM.

Congratulations on being selected for The Observership Program and welcome to a community of emerging leaders who are shaping Australia’s future through more diverse and representative boardrooms. Through your involvement in the Program, you’ll gain firsthand board experience and develop practical governance capabilities that will open pathways to future leadership roles and allow you to make meaningful contributions to Australian boardrooms.

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 trust the year ahead will be an exciting and rewarding journey.

JONATHAN GAVSHON
Founder and Chair

CATHY ROBINSON
CEO

PROGRAM DETAILS

Since 2014, The Observership Program has connected talented and accomplished individuals from diverse backgrounds with boards seeking fresh perspectives and contemporary skills. Through structured 12-month placements, the Program cultivates emerging leaders while enabling boards to benefit from next-generation thinking.

More than 1,400 Observers have gained valuable boardroom experience across 380 organisations throughout Australia. Starting in Sydney, the Program expanded to Victoria in 2017 and Brisbane in 2022.

GENERAL INFORMATION

THE PROGRAM RUNS FEBRUARY – DECEMBER 2025

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 2025 or with your attendance at your organisation's final board meeting for 2025. At the conclusion of The Program, The Observership Program will liaise with each organisation regarding the placement of a new Observer for 2026, 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/ contact 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 us.

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 in meetings and board culture. For further information about effective engagement with your Board Liaison, please refer to The Observership Program Information Pack email.

> "The Observership Program is a fantastic opportunity to learn about the role and responsibilities of an NFP Board member, plus an excellent training course and chances to network with extremely interesting and well-connected people."
>
> Alvaro Rodas Fernandez, Sydney Observer

PREPARATION FOR PROGRAM COMMENCEMENT

Prior to your first board meeting or The Observership Program's first 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 The Program Team.
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 and/or Board Liaison of any conflicts regarding board meetings.
5. Informed The Program of any conflicts regarding the training sessions.

If a board meeting and training session are scheduled for the same time, please inform your Program contact 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.

FOR OBSERVERS
EXPECTATION AND ESSENTIAL INFORMATION

WHAT YOU CAN EXPECT:

- High level training for not-for-profit and government board directors delivered by partners including the Australian Institute of Company Directors (AICD) and The Ethics Centre as part of a program that includes networking sessions with high profile guest speakers and alumni.
- 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 Observers and alumni 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.

HANDY HINTS:

- 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 certain 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 host 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 board governance, as part of a combined experience of the theory and practice of bard directorship. AICD runs more in-depth courses for those interested.

Establishing open and direct communication early on with your Board Liaison/ contact 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.

"I feel that the knowledge and experience gained throughout The Observership Program is already being put to good use at work as well as in my new role as a board director. In general, my understanding of the role of Directors is now a lot clearer as well as the role and responsibility of ARIA and the way it's run as an organisation."

Emily Crews, Sydney Observer

PLEASE 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 that you have at any time throughout the year.

TRAINING OVERVIEW

The training program is a combination of formal education session provided in partnership with our strategic partners, the Australian Institute of Company Directors (AICD) and The Ethics Centre, that encompassing key subject areas important for not-for-profit governance alongside networking session with high guest speakers and alumni.

> “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 utilise the skills and enthusiasm of the Program participants. It’s a real win/win.”

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

KEY DETAILS

The training program consists of eleven sessions throughout the year, including the launch event.

In-person CBD sessions run from 6:00pm to 8:30pm (arrival from 5:30pm), while online sessions are 90 minutes, starting at 6:00pm.

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 not-for-profit and for-profit boards are invited to share personal and professional insights with Observers at training sessions.

All sessions are **MANDATORY**. A Certificate of Attendance will be provided to those Observers who complete the training program in full.

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.

We will send you details of all training sessions and notify you of any changes. Special events 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 PARTNER (AICD)

Naomi Edwards FAICD, Chair, AICD

AICD develops the content and materials for The Observership Program training sessions and provides expert facilitators.

AICD’s purpose is to strengthen society through world class governance and to be the independent and trusted voice of governance.

Where available, links to webinars and other course materials will be distributed via AICD’s database.

AICD contributes to The Observership Program as a Strategic Partner.

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.

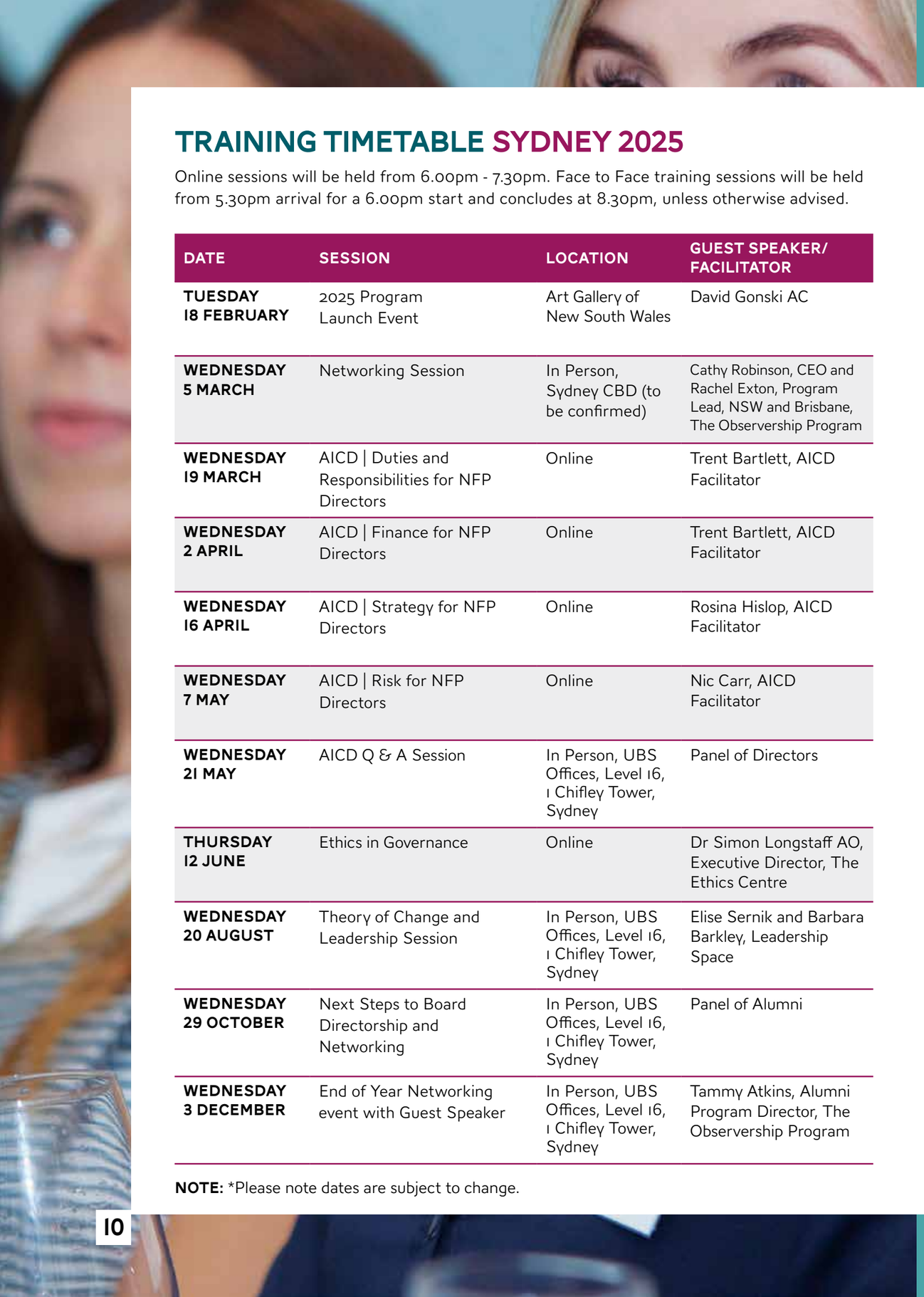
The AICD has more than 51,000 members. Members include directors from such diverse organisations as ASX-listed companies, government bodies, not-for-profit organisations, public sector entities, family-owned/private companies and entrepreneurial ventures.

To find out more about the AICD, visit www.aicd.com.au

OUR TRAINING PARTNER (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 Ethi-call – a free helpline available to anyone struggling with an ethical dilemma – and they recently launched a new corporate membership program, The Ethics Alliance. To find out more about The Ethics Centre, visit www.ethics.org.au.



TRAINING TIMETABLE SYDNEY 2025

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

DATE	SESSION	LOCATION	GUEST SPEAKER/ FACILITATOR
TUESDAY 18 FEBRUARY	2025 Program Launch Event	Art Gallery of New South Wales	David Gonski AC
WEDNESDAY 5 MARCH	Networking Session	In Person, Sydney CBD (to be confirmed)	Cathy Robinson, CEO and Rachel Exton, Program Lead, NSW and Brisbane, The Observership Program
WEDNESDAY 19 MARCH	AICD | Duties and Responsibilities for NFP Directors	Online	Trent Bartlett, AICD Facilitator
WEDNESDAY 2 APRIL	AICD | Finance for NFP Directors	Online	Trent Bartlett, AICD Facilitator
WEDNESDAY 16 APRIL	AICD | Strategy for NFP Directors	Online	Rosina Hislop, AICD Facilitator
WEDNESDAY 7 MAY	AICD | Risk for NFP Directors	Online	Nic Carr, AICD Facilitator
WEDNESDAY 21 MAY	AICD Q & A Session	In Person, UBS Offices, Level 16, 1 Chifley Tower, Sydney	Panel of Directors
THURSDAY 12 JUNE	Ethics in Governance	Online	Dr Simon Longstaff AO, Executive Director, The Ethics Centre
WEDNESDAY 20 AUGUST	Theory of Change and Leadership Session	In Person, UBS Offices, Level 16, 1 Chifley Tower, Sydney	Elise Sernik and Barbara Barkley, Leadership Space
WEDNESDAY 29 OCTOBER	Next Steps to Board Directorship and Networking	In Person, UBS Offices, Level 16, 1 Chifley Tower, Sydney	Panel of Alumni
WEDNESDAY 3 DECEMBER	End of Year Networking event with Guest Speaker	In Person, UBS Offices, Level 16, 1 Chifley Tower, Sydney	Tammy Atkins, Alumni Program Director, The Observership Program

NOTE: *Please note dates are subject to change.

THANK YOU

The Observership Program relies on the generosity and support of our network for every aspect of our work: current and former Observers; company directors, philanthropists, foundations, businesses, not-for-profit organisations and social enterprises who share our commitment to create a passionate, motivated and diverse community of future leaders.

Thank you for making our work possible.

PROGRAM ALUMNI

Andrew Ah Toy
Guillaume Babille
Tomaj Bayat
Jacqueline Brewer
Mathew Camilleri
Gabrielle Cardwell
Melissa Chan
Sonya Clarke
Emily Crews
Helen Dai
Andrew Da Silva
Paul Devlin
Evrithki Diinis
Rob Dunderdale
Mary Fifita
Dr Tom Gole
Peter Graf
Anshika Grover
Rob Haggett
Phil Hughes
Tina Kazmer
Anatoly Kirievsky
Tom Levi
Aimee Lindfield
Whitney Merchant
Kym Middleton
Ben Neumann
Andrew Olsen
Andia Petropoulos
Emma Pollard
Zane Pratt
Josh Preece
Shira Raber
Hema Raman
Sophie Robertson
Alvaro Rodas Fernandez
Gemma Ryan
Kushlani Sitsabesan
Sharanya Srikanth
Sophie Stern
James Stewart
Caroline Thompson
Nick Tubb
Arthur Wang
Duean White
(First People's Consultant)

COMPANY DIRECTORS; PHILANTHROPISTS; SOCIAL ENTERPRISES | GUEST SPEAKERS & PANELLISTS

Tim Beresford
Lisa Chung AM
Lisa Cotton
Alison Deans
Kate Dundas
Jonathan Gavshon
Marina Go
David Gonski AC
Dr Simon Longstaff OAM
Laurence Marshbaum OAM
Louise McElvogue
David Pumphrey
Katrina Rathie
Suzie Riddell
Rebecca Russell
Brian Schwartz AM
The late Peter Shorthouse
Joseph Skrzynski AO
Jeremy Tobias
Leanne Wallace

NOT-FOR-PROFITS; BUSINESSES; GOVERNMENT | HOSTING PROGRAM TRAINING & EVENTS

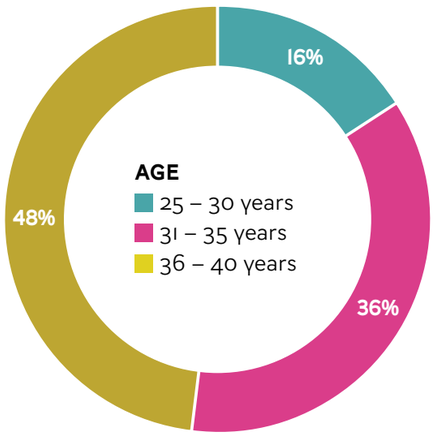
Ronny Andrade Parra
Nikita Bennett
Arnold Bloch Leibler
Art Gallery of New South Wales
BCG
Belvoir St Theatre
Crestone Wealth Management
K&L Gates
PwC
Social Ventures Australia
UBS

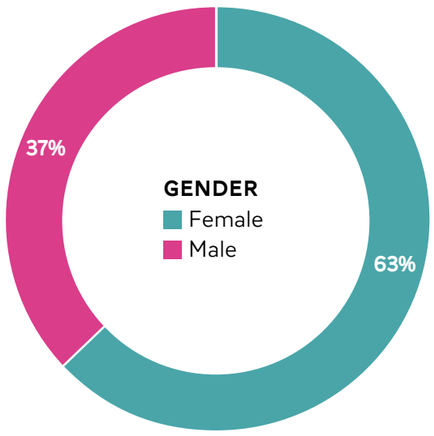
VIDEO CONTRIBUTORS

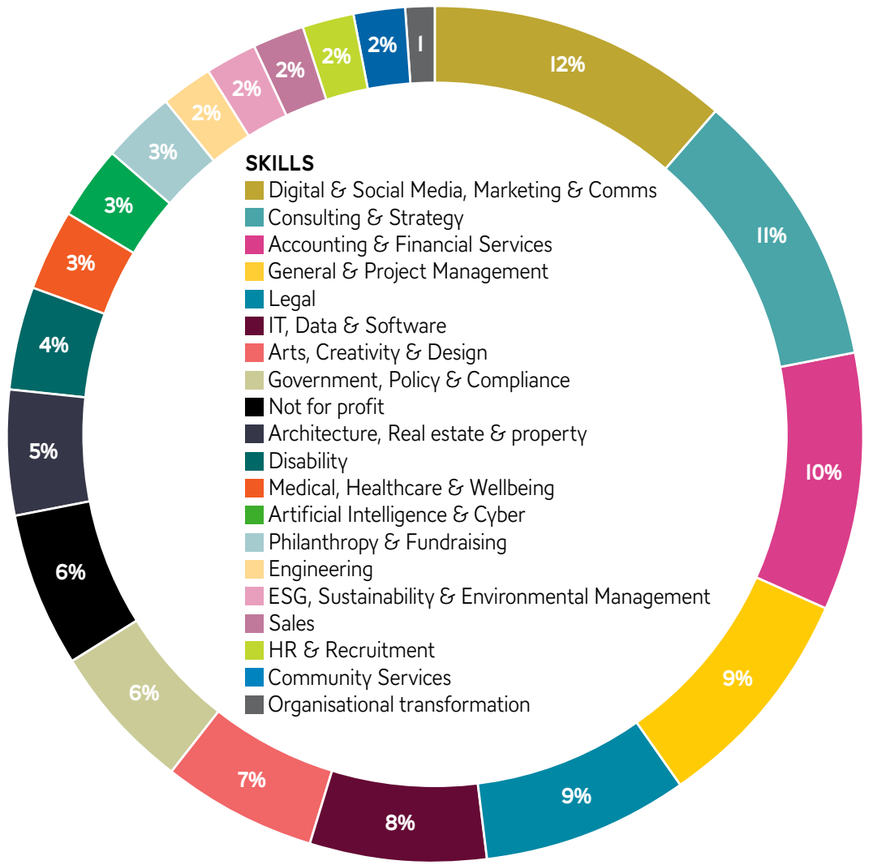
Lucy Duncan
Jacob Gabriel
Moana Leilua
Wambui Migwe
Tahj Richardson
Chris Sequeira
Callum Steele

2024 OBSERVERSHIP PROGRAM – A SNAPSHOT

THERE ARE 104 OBSERVERS PARTICIPATING IN THE PROGRAM. A BREAKDOWN OF THE PROFILE OF THE COHORT IS BELOW.







STRATEGIC PARTNERS

AUSTRALIAN INSTITUTE of COMPANY DIRECTORS

JCA today tomorrow forever

philanthropy australia

THE ETHICS CENTRE

ASIAN Leadership PROJECT

CORPORATE PARTNERS

Gilbert +Tobin

MACQUARIE

Microsoft

pwc

pxpartners

SBS a world of difference

SCENTRE GROUP

UBS

VIVCOURT

PHILANTHROPIC PARTNERS

We gratefully acknowledge philanthropic funding for The Program's Pathways to Board Directorship Initiative to assist people with disabilities into board roles.

We gratefully acknowledge The Skrzynski Foundation's support for the Alumni and Board Search Programs.

PARTICIPATING BOARDS

THERE ARE 83 NOT-FOR-PROFIT BOARDS PARTICIPATING IN THE 2025 PROGRAM.

10 X 10
AbilityOptions
ART GALLERY NSW
ACE Arts & Cultural Exchange
aco Australian Chamber Orchestra
AUSTRALIAN INSTITUTE of COMPANY DIRECTORS
AJF
Australian Jewish Historical Society
ARIA AUSTRALIAN RECORDING INDUSTRY ASSOCIATION
BELL SHAKESPEARE.
BELVOIR
benevolent SOCIETY
Better Foundation BLACKTOWN & MOUNT DRUITT HOSPITALS
Black Dog Institute
Birrahlee
BUS STOP FILMS
CARRIAGEWORKS
CBAA COMMUNITY BROADCASTING ASSOCIATION OF AUSTRALIA
Cerebral Palsy ALLIANCE
Cerebral Palsy AUSTRALIA the national voice
CCA NSW Enabling better lives.
COMMUNITY HEALTH SUPPORT
connect ABILITY AUSTRALIA
courage to care An initiative of Brave Minds
Cufa
CURE CANCER AUSTRALIA
DETOUR HOUSE INC Caring for women in need
DOCUMENTARY AUSTRALIA
fairhaven
Forestville MONTESSORI School Thriving beyond...
good return invest in good
HAYES THEATRE CO
HILLS MONTESSORI
Jannawi
JCA today tomorrow forever
Justice and Equity Centre
Karitane leaders in parenting services since 1925
KIDS GIVING BACK
Link Wentworth Providing homes, building futures
LITTLE DREAMERS
LOKAHI FOUNDATION
maccabi NEW SOUTH WALES
media diversity AUSTRALIA
Montefiore
NATIONAL ABORIGINAL AND TORRES STRAIT ISLANDER MUSIC OFFICE
NEW SOUTH WALES JEWISH BOARD OF DEPUTIES
PPCA
RACS REFUGEE ADVICE & CASEWORK SERVICE
Refugee Council of Australia
SAHMRI
Scouts NSW
Shalom become
SUPPORTACT The heart & hand of Australian music
THE BREAD & BUTTER PROJECT
The Walkley Foundation Limited • ABN 164 809 349
Women's Plans Foundation
Macquarie Group Foundation
MOUNT SINAI COLLEGE
APRA AMCOS
one&all
PERFORMANCE SPACE
PLANET ARK
REACHOUT
salaam
SHAUN PARKER & COMPANY
SYDNEY JEWISH MUSEUM HOLOCAUST AND AUSTRALIAN JEWISH HISTORY
SYDNEY THEATRE CO
EMANUEL SCHOOL
The Inclusion Circle
Think+DO Tank Foundation
United Israel Appeal Saving Jewish Lives
Women's
Mandelbaum House
Musica Viva Australia
Northcott supporting choice & opportunity
BJE
PERFORMING LINES
Realise Business Connect. Energise. Grow.
SchoolAid
STAND UP
TALDUMANDE YOUTH SERVICES
THE FUNDING NETWORK
WOLPER JEWISH HOSPITAL
yha

OBSERVER PROFILES

PETER ADAM THE WALKLEY FOUNDATION

Peter is a strategy consultant with experience in digital and organisational transformation in the Australian mining and industrials sector. Peter was previously an executive at CDP (formerly the Carbon Disclosure Project), a leading climate data NGO, where he led their efforts to modernise the organisation, technology, and drive further impact. Peter holds a Bachelor of Engineering from the University of Western Australia and a Masters of Science, Business Analytics from the Michael Smurfit Graduate School of Business at University College Dublin. Peter is an avid cyclist, tennis player, and traveller.

AGUSTIN ARRIETA KIDS GIVING BACK

Agustin is a dedicated professional with extensive experience in social impact and community building. As the Program Manager at the Social Impact Hub, he oversees the Social Impact Fellowship program and nurtures connections and growth among impact professionals. Passionate about creating meaningful change, Agustin excels in linking people, ideas, and opportunities to drive impactful initiatives. Outside of work, he enjoys the ocean and volunteers as a surf lifesaver.

BRENDAN BAXTER CCA NEW SOUTH WALES LTD

Brendan is a finance and strategy manager with particular expertise in Financial Services and Asset Management. He has extensive, professional experience in Board and senior leadership advisory. Brendan has most recently been involved in Perpetual Group's acquisition of Pendal and their subsequent sale of Perpetual Corporate Trust and Perpetual Wealth Management to KKR. Brendan has had or currently holds volunteer roles with municipal governments, various charitable organisations, and the small business community. He earned his Master of Commerce degree from the University of Sydney Business School and is a qualified Chartered Accountant (A&NZ).

ALYSE BEHRINGER PLANET ARK

Alyse is an Experience Designer with over eight years' experience working for global companies to drive innovation. Her portfolio includes big-name Australian brands such as Commbank, Westpac, Auspost, Coles and JB-HIFI. Alyse's expertise extends to a range of design and innovation disciplines, including user research, service design and rapid prototyping. She has worked on a number of high-profile projects, including a Trans-Tasman start-up competition that was presented by the Prime Ministers of Australia and New Zealand. Alyse is known for her warmth and enthusiasm. Outside of work, Alyse enjoys ocean swimming at Coogee Beach and taking yoga classes.

NICKY BELAND KIDS GIVING BACK

Nicky has 17 years' experience working in public policy. She has a deep understanding about the complexities of social disadvantage across the areas of health, community services, justice and education and is passionate about working in partnership with not-for-profit organisations, government and industry to enhance wellbeing and create public good. Nicky previously implemented the NSW Health First 2000 Days of life policy to transform early childhood health and development outcomes in NSW. Nicky currently manages the Active and Creative Kids Program at NSW Department of Customer Service. Nicky enjoys the beach, bushwalking, yoga and quality time with friends and family.

FRANKIE BENNETT THE BREAD & BUTTER PROJECT

Frankie is a policy and advocacy specialist who has worked on successful state and federal campaigns to secure voluntary assisted dying laws in Australia and New Zealand. Prior to this, she founded an award-winning social enterprise employing ex-offenders as fitness instructors, recognised as best practice in reducing reoffending by the UK Ministry of Justice. She graduated in Law from the London School of Economics and likes books, bikes and peanut butter toast.

RACHEL BENTVELZEN BETTER FOUNDATION

Rachel has extensive experience providing strategic advice to shareholders, companies and Boards through her role as Associate Director of Mergers & Acquisitions at Macquarie Capital. Rachel is focused on the digital infrastructure and technology sectors and recently advised on a $24 billion data centre transaction, the largest transaction in ANZ in the last decade. Rachel has previously worked at UBS where she was an Equity Research Analyst covering the Banking and Finance sector. Rachel holds a Bachelor of Commerce with majors in Accounting and Economics. Rachel is interested in the arts, theatre and dance and enjoys travel and the outdoors.

MARTIN BORG SHAUN PARKER & COMPANY

Martin is an experienced banking leader with a strong record in driving social impact and financial innovation at institutions including Westpac, NAB, BOQ Group and UTS. Known for enhancing customer propositions, Martin has led high-performing teams to deliver market-leading products that resonate with diverse customer segments. He guided the launch of BOQ's digital banking platform, attracting hundreds of thousands of new customers and significant deposit growth. An advocate for community initiatives, he has fostered partnerships to support the work of leading Australian charities. Martin holds an Executive MBA from UTS, where he also serves as an Industry Fellow.

JOHN BURRIDGE BETTER FOUNDATION

John is highly motivated and passionate with over 20 years of experience in information technology and has led and developed high-performance teams and worked with enterprise clients across various industries, including financial services, health, manufacturing, and retail, to generate differentiated business value and outcomes. Possessing an MBA and having expertise including leading large, complex cloud-based transformational engagements through strategic selling, developing detailed financial reports, forecasts, and sales campaigns, and overseeing team performance and development to ensure business growth and achieve sales targets and business objectives.

BLAKE CANSDALE JUSTICE AND EQUITY CENTRE LIMITED

Blake is a proud Anaiwan man and the National Director of ANTAR. Dedicated to empowering First Nations Communities, Blake has a background in legal practice with experience in public policy, lecturing, Aboriginal affairs, business management and Aboriginal land planning and development. Blake holds a Master of Public Policy and Management and a Bachelor of Laws (LLB) / Bachelor Science (major psychology). Blake has worked for the NSW Government and has held senior executive roles within the Aboriginal Community Controlled Sector, namely as COO of Tranby National Indigenous Adult Education & Training, and COO of Darkinjung Local Aboriginal Land Council.

IRIS CHAN WOMEN'S PLANS FOUNDATION

Iris is a seasoned communications leader with extensive experience in crafting strategic communication strategies. Her expertise extends across diverse sectors, private, education, and not-for-profit organisations ' where she has consistently delivered impactful results. Her clients include global investment banks, international law firms, universities, and global education networks. Beyond her professional success, Iris is a passionate advocate for social impact. She actively contributes her cross-sector experience to various NGOs, including The Lab Network and Generation Australia. Her specific focus areas within these organisations highlight her commitment to empowering women and youth.

DON CHRISTOPHER MUSICA VIVA AUSTRALIA

Don is a Gunggari man and retired baritone who made his operatic debut with Short Black Opera in 2010 in Deborah Cheetham's landmark opera Pecan Summer. Don graduated with a Bachelor of Music Performance from the Victorian College of Arts making his debut with Opera Australia in 2012. Through Don's 14 year arts career, he went on to perform with many Australian companies, orchestras and in productions around the country. Alongside his arts practice, Don forged a career in First Nations education expanding his skills to broader first nations policy through further studies in Public Sector Management.

KASIA CLARKE AUSTRALIAN JEWISH HISTORICAL SOCIETY INC

Kasia is a public health medicine doctor at the Ministry of Health. She has previously worked at the Tasmanian Health Service. She is passionate about global and international health and was a Fulbright Fellow in Russia. In her free time, she enjoys exploring Sydney, gardening, and spending time with her cats.

NATASHA CLOHESSY HILLS MONTESSORI SOCIETY

Natasha is a senior executive with over 20 years in the IT and Telco industry. She has built strategic partnerships with renowned organizations, designing and executing vision and strategies, and leading high-performing teams through constant change. As a female South African Jewish immigrant to Australia, raising a multi-cultural family, Natasha is deeply aware of socio-economic disparities and racial inequalities. Her purpose is to help others reach their potential and lead fulfilled lives, ultimately contributing to making the world a better place.

ALEXIA COMBET BELVOIR ST THEATRE

Alexia has dedicated over a decade to driving customer-centric transformations that enhance the lives of Australians, making them more equitable and fulfilling. She is currently a Senior Manager within PwC Australia's technology practice. Passionate about societal progress, she partners with executives to design forward-thinking organisations that foster innovation and community. Alexia shines as a coach in communication and conflict resolution, empowering emerging leaders to confidently embrace their potential. Her commitment to creating positive change and her enthusiasm for nurturing future leaders define her impactful career and personal mission.

JACK CRANE COMMUNITY BROADCASTING ASSOCIATION OF AUSTRALIA

Jack has worked in Equity, Diversity & Inclusion for over a decade utilising his knowledge around the intersections of marginalisation to disrupt differences in experience and make lasting change to individuals' sense of belonging through institutional and cultural growth. Prior to this career in EDI, Jack studied and was working as a journalist across public, private and community radio with his favourite gig hosting Overnights on Triple J. During a contract in 2012 at community radio station 2RRR, Jack worked closely with a young student with complex disabilities and ultimately made the decision to transition into the world of EDI.

EMMA DAINTY BIRRAHLEE PRESCHOOL LANE COVE LTD

With 20 years in IT, including 13 years at Microsoft, Emma brings a unique perspective. Her journey began in a working-class family in England, moving from retail to IT Service Helpdesk and ITIL Service Management roles. As a Financial Services aligned Customer Success Account Manager, Emma applies strategic thinking, governance, and program management daily. She is passionate about supporting vulnerable groups and lead volunteer initiatives. Emma supports the Sydney Children's Hospital Foundation and was nominated for Volunteer of the Year. She is keen to support an NFP board to make a positive impact.

JOHANNA DEUTSCH SHALOM INSTITUTE

Johanna is an experienced lawyer specialising in corporate and commercial law, regulatory proceedings and risk and compliance. Currently employed at one of Australia's top tier firms, Johanna previously worked in London at the UK's financial services regulator as an investigator into financial crime. In addition to Johanna's commercial experience, Johanna undertakes pro bono legal work and has also volunteered for various non-legal not for profit organisations. Most recently, Johanna assisted the Australian Jewish Fertility Network with preparing written material to support the launch of that organisation's program providing miscarriage support.

CHRIS DYER SUPPORT ACT

Chris joined Universal Music Australia in December 2015 and is the Senior Director of Marketing & Artist Development at Island Records Australia. In this role, he notably launched Peach PRC's career, focusing on breaking her and other Australian artists internationally. He has previously led campaigns in Australia for major artists like Lady Gaga, Kendrick Lamar, U2, and Selena Gomez. Originally from the UK, Chris has held leadership positions at Sony Music UK, Syco Entertainment UK, and Ministry of Sound Australia, working with artists such as One Direction, Little Mix, and Dolly Parton.

MARSHA ELIMELAKH ARTS AND CULTURE EXCHANGE

Marsha is a people and operations manager with extensive experience in the higher-education sector. She excels at empowering cross-functional teams to deliver service excellence and operationalising strategy. Having migrated to Australia as a child, she is passionate about supporting learners from diverse backgrounds to thrive. Marsha holds a Master of Human Resource Management and Industrial Relations from the University of Sydney. Marsha originally studied art, completing a Bachelor of Visual Arts (Honours) in painting, and enjoys drawing, photography, and reading.

TALI FEIGLIN MONTEFIORE HOME

Tali is a doctor specialising in general practice with a special interest in women's health. She is also passionate about quality improvement and both patient and medical education. She has worked as a medical writer and currently holds a position on the Avant Doctors in Training Advisory Committee. She enjoys baking, travelling and walking her dogs.

RICKI FRIEDE COMMUNITY HEALTH SUPPORT (CHS) NSW

Ricki is the Investment Manager at the Sypkes Family Office. He oversees the family's investments into private and listed technology companies and impact investments into social enterprises. Ricki completed his MBA at London Business School, where he served on the Executive Committee of the Social Impact Club and led the Student Impact Investment Fund ('SIIF'). Ricki previously worked as a Senior Analyst at SJF Ventures, an impact venture capital fund, where he invested in edtech and employment-tech start-ups. Prior to that, Ricki spent as an investment banking at Macquarie's tech, media & telecom team in NYC.

NICOLA FUTERAN THE EMANUEL SCHOOL

Nicola is an energetic and dedicated occupational therapist, working at the Not-for-Profit school for children with autism, Giant Steps, Sydney. Her compassion and strong moral compass extends to her volunteer commitments in the Sydney Jewish Community, including Co-Chairing Camp Sababa's Executive Committee and being an integral member of Camp Sababa SIBs Committee. Being a high achiever, during university, Nicola earned First Class Honours and fundraised for the implementation of accessible toilets in a disability centre in Cambodia. In her free time, Nicola will likely be in the outdoors hiking, swimming at the beach or at a Sydney Swans AFL game.

CAMERON GRAF NSW JEWISH BOARD OF DEPUTIES

Cameron is a lawyer with a sense of humour and an even stronger sense for regulatory guidance and strategic risk management. He partners with organisations as a key advisor for consumer law and commercial matters to improve compliance processes, improve business outcomes and avoid disputes. With a developed accounting acumen and value for community-building, Cameron's involvement in not-for-profit and philanthropic boards focusses on needs identification and impact assessment for sustainable charitable ventures. As a fan of classical opera, science fiction and triathlons, his wide palette of interests provides him with versatility in building connections and finding balance in life.

JAMES GRAFF SCHOOL AID

James is a Transformation Director at OMD with over 12 years experience. He's worked across some of Australia's biggest brands, including Tourism Australia, Qantas, Woolworths, and Suncorp. James is a consultant to organisations on their major marketing challenges helping plan and deploy future facing digital, data, and technology to unlock growth. James is a contributing member of the Media Federation of Australia, holds a Masters of Convergent Media (Creative Industries) and has won several accolades including 2019 mUmBRELLA neXt finalist, and 2016/2017 Western Sydney Dean's List. James is involved in volunteering causes and holds education and courage as close values.

MATTHEW GRAY SYDNEY JEWISH MUSEUM

Matthew is an enthusiastic young professional with a passion for Biomedical Engineering, his community, and the Performing Arts. He excels at placing people at the center of his work and solving abstract problems with innovative thinking and human-centered design. As the Global Maintenance and Calibrations Engineer at Cochlear, Matthew spearheads global initiatives for transformative change. Matthew's extensive community involvement includes roles in Camp Sababah, Friendship Circle, and Betar Australia, where he served as National Director and Chairperson. In his free time, Matthew enjoys acting, singing, dancing, playing guitar, and spending quality time with his wife and their dog, Barney.

MADDY GREER LITTLE DREAMERS

Madeline is a creative and passionate ESG leader who works at the intersection of technology, human rights and social impact measurement, reporting and governance. She has 10 years of experience advising purpose-led organisations on human rights strategy, AI, social impact measurement, and service design. Madeline is passionate about social inclusion and currently leads the community impact and experience strategy at Hireup, a NDIS-registered disability services provider. She holds a Master of Human Rights from the University of Sydney. When she's not working, Madeline loves visiting public libraries, cooking for people she loves, spoiling her nieces and hiking by the ocean.

SOPHIE HAUSER COMMUNITY HEALTH SUPPORT (CHS) NSW AND NSW BOARD OF JEWISH EDUCATION

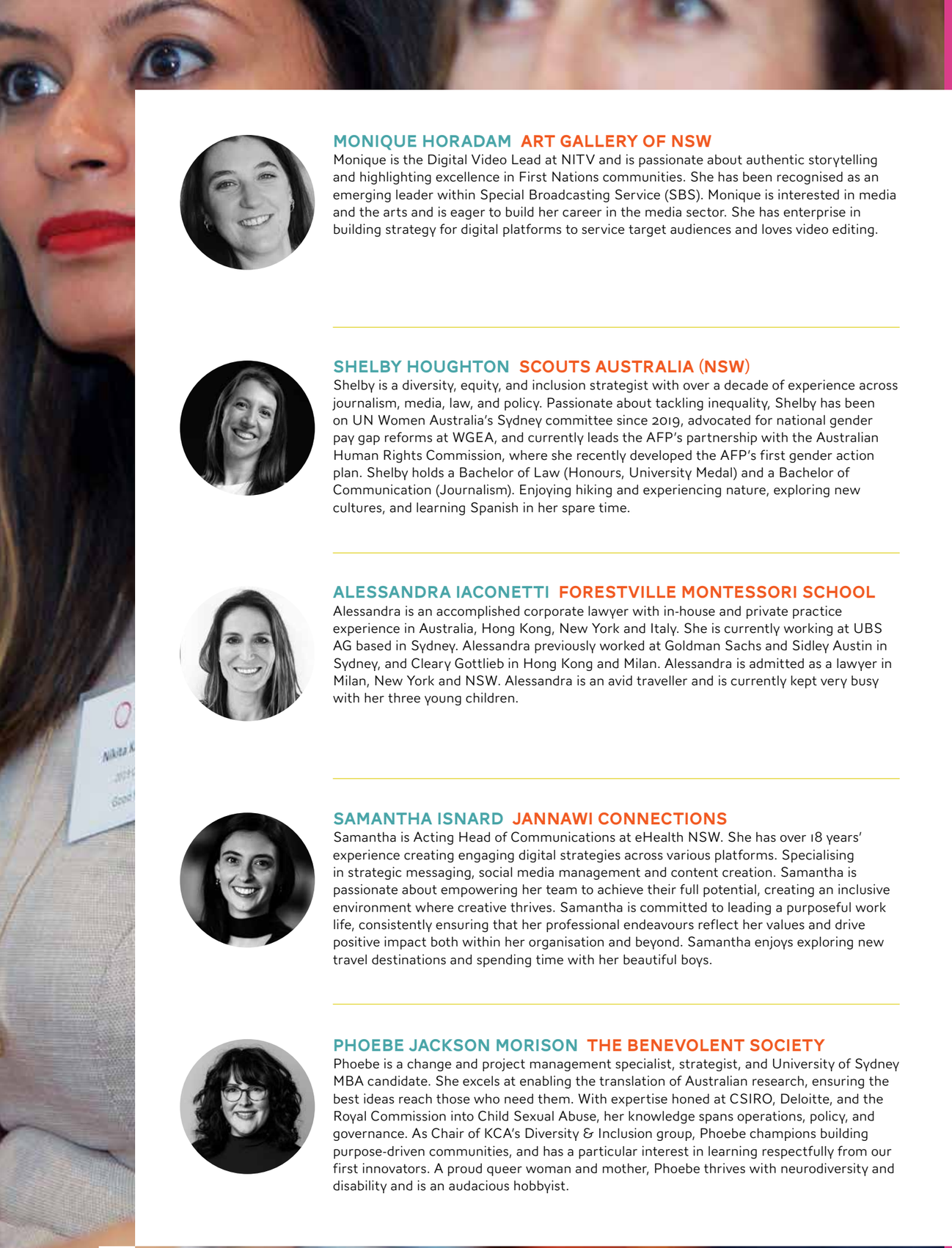
Sophie is a communications expert in the not-for-profit sector, currently leading the content strategy and development at headspace for a national mental health in education initiative. She is committed to driving suicide prevention efforts and improving youth mental health outcomes, particularly in culturally and linguistically diverse communities, through a sensitive, strategic and data-informed approach. Sophie has previously worked in the corporate sector at B2B communications agency, Mahlab, with clients in the technology and financial sectors, and comes from a background in journalism and arts reporting.

JONO HERMAN MACCABI NSW

Jono is a dedicated professional passionate about community involvement and social change. As the founder of Earlywork, we're building a career first education system with the aim to unlock hidden career potential. Prior to Earlywork, he has been involved across commercial roles in technology spanning startups to big tech companies. Jono graduated from UNSW with a double degree in Commerce and Information Systems. Outside of work, you'll find Jono on the sports field, volunteering in his community and trying to enact positive change.

GEORGIA HOLT REALISE BUSINESS

Georgia is a climate consultant and business developer, currently Managing Director of Climate Connect and Senior Manager Sustainability at Commonwealth Bank. She is passionate about empowering corporate and public sectors to deliver their climate and nature strategies, recently developing CommBank's long-term carbon offset strategy. Georgia works with companies in heavy industry and climate action, providing capacity building and facilitating collaboration opportunities. Her professional journey spans Australia, United States, Europe, and South America. Georgia holds a Bachelor of Environmental Engineering and graduate certificates in conservation and leadership.



MONIQUE HORADAM ART GALLERY OF NSW

Monique is the Digital Video Lead at NITV and is passionate about authentic storytelling and highlighting excellence in First Nations communities. She has been recognised as an emerging leader within Special Broadcasting Service (SBS). Monique is interested in media and the arts and is eager to build her career in the media sector. She has enterprise in building strategy for digital platforms to service target audiences and loves video editing.

SHELBY HOUGHTON SCOUTS AUSTRALIA (NSW)

Shelby is a diversity, equity, and inclusion strategist with over a decade of experience across journalism, media, law, and policy. Passionate about tackling inequality, Shelby has been on UN Women Australia's Sydney committee since 2019, advocated for national gender pay gap reforms at WGEA, and currently leads the AFP's partnership with the Australian Human Rights Commission, where she recently developed the AFP's first gender action plan. Shelby holds a Bachelor of Law (Honours, University Medal) and a Bachelor of Communication (Journalism). Enjoying hiking and experiencing nature, exploring new cultures, and learning Spanish in her spare time.

ALESSANDRA IACONETTI FORESTVILLE MONTESSORI SCHOOL

Alessandra is an accomplished corporate lawyer with in-house and private practice experience in Australia, Hong Kong, New York and Italy. She is currently working at UBS AG based in Sydney. Alessandra previously worked at Goldman Sachs and Sidley Austin in Sydney, and Cleary Gottlieb in Hong Kong and Milan. Alessandra is admitted as a lawyer in Milan, New York and NSW. Alessandra is an avid traveller and is currently kept very busy with her three young children.

SAMANTHA ISNARD JANNAWI CONNECTIONS

Samantha is Acting Head of Communications at eHealth NSW. She has over 18 years' experience creating engaging digital strategies across various platforms. Specialising in strategic messaging, social media management and content creation. Samantha is passionate about empowering her team to achieve their full potential, creating an inclusive environment where creative thrives. Samantha is committed to leading a purposeful work life, consistently ensuring that her professional endeavours reflect her values and drive positive impact both within her organisation and beyond. Samantha enjoys exploring new travel destinations and spending time with her beautiful boys.

PHOEBE JACKSON MORISON THE BENEVOLENT SOCIETY

Phoebe is a change and project management specialist, strategist, and University of Sydney MBA candidate. She excels at enabling the translation of Australian research, ensuring the best ideas reach those who need them. With expertise honed at CSIRO, Deloitte, and the Royal Commission into Child Sexual Abuse, her knowledge spans operations, policy, and governance. As Chair of KCA's Diversity & Inclusion group, Phoebe champions building purpose-driven communities, and has a particular interest in learning respectfully from our first innovators. A proud queer woman and mother, Phoebe thrives with neurodiversity and disability and is an audacious hobbyist.

DANIEL KANGISSER WOLPER JEWISH HOSPITAL

Daniel is a dedicated 26-year-old lawyer based in Sydney, committed to leveraging his legal expertise for social change. He holds a Bachelor of Commerce and a Bachelor of Laws from Macquarie University and has gained experience at several law firms, successfully handling significant transactions and focusing on fundraising for not-for-profit organizations. Daniel is also passionate about community service, evidenced by his volunteer work with the Friendship Circle, which supports children and teenagers with disabilities. Driven by a desire to make a positive impact, he embodies the values of equity and service in all aspects of his life.

JOSH KANGISSER JCA EXECUTIVE

Joshua is a lawyer at Clayton Utz who specialises in commercial litigation, particularly complex disputes. He recently acted in a leading Australian case on directors' duties. He has acted for diverse clients from publicly listed companies to individuals. Joshua is socially conscious. He enjoys working with disadvantaged individuals in a pro bono context and has done legal volunteer work in Sydney, Cambodia and Malaysia. He holds a Bachelor of Commerce and Bachelor of Laws and placed first in two university subjects. He has been recognised in Best Lawyers 'Ones to Watch'. Joshua enjoys family time, travel and playing music.

SOPHIA LACEY DETOUR HOUSE

Working at Botanic Gardens of Sydney has allowed Sophia to expand her skills in philanthropy to benefit this iconic cultural and scientific institution. She is proud to have been involved in the not-for-profit sector since 2011, when she secured her first community volunteering position, and has progressed to fundraising to improve the world around her. while continuing volunteering in her community as a foster child mentor for The Pyjama Foundation. Sophia is deeply passionate about environmental conservation, working to improve the life of the most disadvantaged in the community, and improving the world around her one action at a time.

REBECCA LAU BELVOIR ST THEATRE AND CONNECTABILITY

Rebecca is a Vice President in the Macquarie Principal Finance team in APAC. She has over 7 years of investing experience where she has focused on corporate transactions across various sectors in Australia, New Zealand and Asia-Pacific. In her spare time, she enjoys experimenting with new cooking recipes and swinging a golf club. She graduated with a Bachelor of Commerce (Finance) / Bachelor of Laws from The University of New South Wales.

MICHELLE LEE LINK WENTWORTH

Michelle is an Architect and Director of Milijo Developments passionate in creating inclusive, sustainable communities. Leading property development, she oversees all stages of feasibility, acquisition, design and construction. Recognised as one of ten emerging leaders in Property by the Urban Development Institute of Australia in 2024, Michelle is dedicated to finding innovative, affordable housing solutions. Milijo Development's inaugural project, a 34-unit co-living building, aims to enhance affordability and address social isolation in city living. As an active participant in the Social Impact Fellowship and regular volunteer at Lou's Pace, she remains committed to impactful, purpose-driven outcomes for the community.

MICHELLE LIM ABILITY OPTIONS

Michelle is an inquisitive, purpose-led leader utilising psychology and ethics to understand human behaviour and decision-making. With an academic background in Psychology and Neuroscience, she works in Organisational Culture, DE&I, and Ethics. As a LinkedIn Top Voice, 40 Under 40 Most Influential Asian Australian, and Dr John Yu Diversity Fellow, Michelle's contributions are recognised beyond her organisation. Currently an Organisational Culture and Change Lead at the Reserve Bank Australia, she focuses on the intersection of individual, societal, and cultural factors shaping organisational culture. Her work in ethics involves collaborating with executives on decision-making and governance, leveraging her psychology expertise.

HENRY LIU MACQUARIE GROUP FOUNDATION

Henry is an investment banking professional with extensive experience in mergers and acquisitions and equity capital market transactions. Henry focuses on the financials industry including banks, insurers and wealth managers, and has worked in both Sydney and London. He recently advised Ardonagh on the acquisition of PSC and Pendal on its acquisition by Perpetual. He has interest in a range of health and education initiatives. Henry holds a Bachelor of Commerce (Finance) with distinction and Bachelor of Laws (First Class Honours) from the University of New South Wales. He enjoys tennis and travelling, and spending time with his young daughter.

MAGGIE LIUZZI AUSTRALIAN JEWISH FUNDERS

Maggie is a business-savvy Product Manager with a background in AI/ML Software Engineering. She has a Bachelor of Economics and a Master of IT (Software Development) and recently won two Women in AI APAC Awards. She currently works at Canva, joining their mission to empower the world to design and communicate visually, and has experience in a wide range of organisations - non-profits, startups and large corporations. Maggie is passionate about social change, striving for impact over outputs. In her free time, she loves doing (and teaching) yoga and meditation in the pursuit of a healthy and balanced life.

CINDY LOISON SCHOOL AID

Cindy is an experienced digital marketing professional with expertise in retail media, product commercialisation and strategic change with success in Australia and France. She has a strong commercial acumen and a deep understanding of digital technologies. With fifteen years of experience, including a role at IAB, a not-for profit organisation, developing standards for the online advertising industry, Cindy is proactive, resourceful and a results-oriented manager. As a Surf Life Saving club member, she is committed to provide water safety for the community. Her mantra, ''Sharing is caring'', reflects her commitment to fostering growth in others.

KIN LY JUSTICE AND EQUITY CENTRE LIMITED

Kin is a neurodivergent parent, design and innovation specialist, and social entrepreneur with lived experience around disability, mental health, and cultivating a grassroots community into an impactful disability medtech organisation. Whether it's growing and testing ideas that evolve into Good Design Award products, working with social enterprises in the slums of Bangalore, evolving the local healthcare sector, or advocating for personal sustainability to mentees, his radically curious mind just wants to learn and help. Current focus streams include advocacy, leadership, mental health, advancing Australian healthcare manufacturing, and becoming better. One kind step at a time.

PAUL MAGUIRE CURE CANCER

Paul serves as Chief Financial Officer at VivCourt, a global trading firm with a unique mission of generating profits for social good. During his tenure at VivCourt, he has developed a deep passion for the profit-for-purpose model, which he believes can drive meaningful change and serve as a template for corporate responsibility when implemented effectively. Through his close collaboration with the company's social impact team, Paul has further strengthened his commitment to creating positive impact. He believes that leaders have a responsibility to drive the change they want to see in the world. Paul is a Chartered Accountant with 15 years of experience across professional services and financial markets.

MURIEL MALLET CUFA

Muriel is an accomplished team leader with extensive experience in fundraising and strategic development. Over the past five years, she has successfully raised $25 million for BDI and strives to connect funders with dedicated researchers working to improve Australia's mental health. Muriel's career is marked by her innovative approach and commitment to driving impactful change with key funders in Australia. She holds a Master's in International Business and an FIA certificate. She has a young family and is an avid traveller who loves to introduce her children to new cultures.

ALINA MALYK REFUGEE COUNCIL OF AUSTRALIA

Named a 'Young Woman to Watch in International Affairs', Alina is a dynamic international development and humanitarian professional with over a decade of experience in advisory, program management, partnerships, policy advocacy, inclusion and community engagement in impact-driven contexts. Alina has recently completed the Master of Development Studies (with Excellence) at the University of New South Wales. She currently works as a Senior Manager ' Inclusion, Justice, Transformation at Tetra Tech International Development, focusing on gender equality, disability and social inclusion initiatives. Originally from Ukraine, she has worked at not-for-profit and healthcare organisations across Europe, South East Asia, Australia and the Pacific.

HANNAH MARSH PHONOGRAPHIC PERFORMANCE COMPANY OF AUSTRALIA

Hannah is a highly experienced Director of Licensing who has worked across publishing and agency side, both here and in London, before joining Sony Music Entertainment Australia on the label side back in 2017. With a passion for advocating Aussie artists and writers, Hannah works across the entire entertainment and media landscape to find licensing and artist integration opportunities. Hannah holds Honours in Bachelor of Creative Arts (Music) from Macquarie University. If she's not working on music and artist placements you'll find her scuba diving, swimming or hiking with her family and friends.

SEAN MCCANN CONNECTABILITY

Sean is a lawyer with significant experience supporting a range of multinational organisations with acquisitions and other complex commercial and tax consulting projects. Every day he utilises critical thinking developed through his experience to solve complex problems for his clients and achieve their strategic goals. Sean is passionate about helping organisations and communities navigate regulatory and sustainability issues, and inspiring their people to enable transformational change. Sean holds a Juris Doctor and Master of Business Administration from the University of Technology Sydney. He is a father of three and enjoys spending time with his family, cooking and playing sport.

MICHAEL MCCARTHY MANDELBAUM HOUSE

Michael is an Associate at NSW Treasury, focusing on sustainability and social impact investments. Beyond finance and policy (BCom & BEcon, UNSW) , Michael's work experience spans data, strategy, and business development, with a strong foundation in community engagement. His passion for social good extends into volunteer work, including a 6-month stint in Israel, and support for people with a disability. Currently, he leads a Not-For-Profit supporting siblings of children with disabilities. In his free time, you might find him cheering on the Sydney Swans or surfing at Bondi Beach.

HOLLY MCCARTHY CARRIAGEWORKS

Holly is a marketing director with extensive international experience in multinational consumer goods companies, across a breadth of functions and product categories. Holly is passionate about building commercial strategies that have a positive impact on the health and wellbeing of consumers and communities. Holly holds a Bachelor of Accounting and a Masters in Arts (International Relations). She enjoys spending time at the beach with her two boys, reading and travelling to new places.

JEN MCCLOY WOMEN'S PLANS FOUNDATION

Jen is an established founder and business strategist with over 15 years' experience in the scale-up space. Jen worked in venture capital in the UK, crisis communications in Sydney, has both volunteered in and established a number of Not-For-Profits, is a volunteer Surf Lifesaver and started her first business at the age of 24. Jen's ability to successfully navigate through unknown territory, viewing problems as opportunities, gathering resources, and developing strategy in a calm/collected manner puts her in good stead to assist in a governance environment. She also enjoys mentoring growing businesses across the UK, Australia and New Zealand.

CLAUDIA MCINTOSH TALDUMANDE YOUTH SERVICES INC

As an experienced leader in the technology sector, Claudia has a strong foundation in organisational transformation, strategy, sales, mentoring and partnering with government and industry. Claudia presently leads the healthcare segment at Microsoft where she aims to improve health outcomes through technology and AI. She also holds an MBA and volunteers with Dress for Success NSW. Deeply committed to equitable access to healthcare and housing in Australia, Claudia is also passionate about improving mental health outcomes drawing from personal family experiences. Claudia enjoys home renovation, podcasts, exercise, art, cooking and spending time at the beach.

CONNOR MCLEOD NATIONAL ABORIGINAL & TORRES STRAIT ISLANDER MUSIC OFFICE / APRA AMCOS

Sydney-based First Nations artist; 'Hylander' crafts a new wave of Australian electronica. Applying a unique brand of creativity and sound design to every genre he touches, Hylander provides a healthy challenge to stylistic rigidity and imbues electronic music with emotive resonance. As a proud Gadigal man, he aims to inspire other First Nations creatives to expand what it means to be an Aboriginal artist beyond monolithic conventions and stereotypes. A few notable highlights in his career to date are; BIGSOUND Showcase 2024, and headlined the all-First Nations festival 'Phoenix: Emerge' with Phoenix Central Park (2023).

STUART MCMINN AUSTRALIAN INSTITUTE OF COMPANY DIRECTORS

Stuart is an acclaimed cultural educator and international performer from the Dharug and Gubbi Gubbi Nations. Stuart has spent many years walking country across Australia, following sacred song lines and embracing First Nations cultural ways of being, while learning about bush foods, medicines, ancient philosophy, wisdom and sustainable living. Stuart is well known for his ability to apply true cultural frameworks into professional practice and transform First Nations services within organisations. From sitting in country with knowledge holders to sitting in the board room, Stuart ensures the voices of First Nations Australians are always respectfully and humbly represented.

ALEXANDRA MCPHERSON BLACK DOG INSTITUTE

Alexandra is an employment lawyer, with particular experience in workplace behaviour, equal opportunity and anti-discrimination, whistleblowing, restrictive covenants and employment litigation. She holds a Bachelor of Laws and Bachelor of International and Global Studies from the University of Sydney and was admitted as a solicitor to the Supreme Court of New South Wales in 2017. Alexandra is currently in-house employment counsel for the Asia Pacific region at UBS. Prior to that, she spent over seven years in private practice with Herbert Smith Freehills in Sydney and London. She enjoys traveling, sport, podcasts, food and wine.

NICHOLAS MENDOZA-JONES CURE CANCER

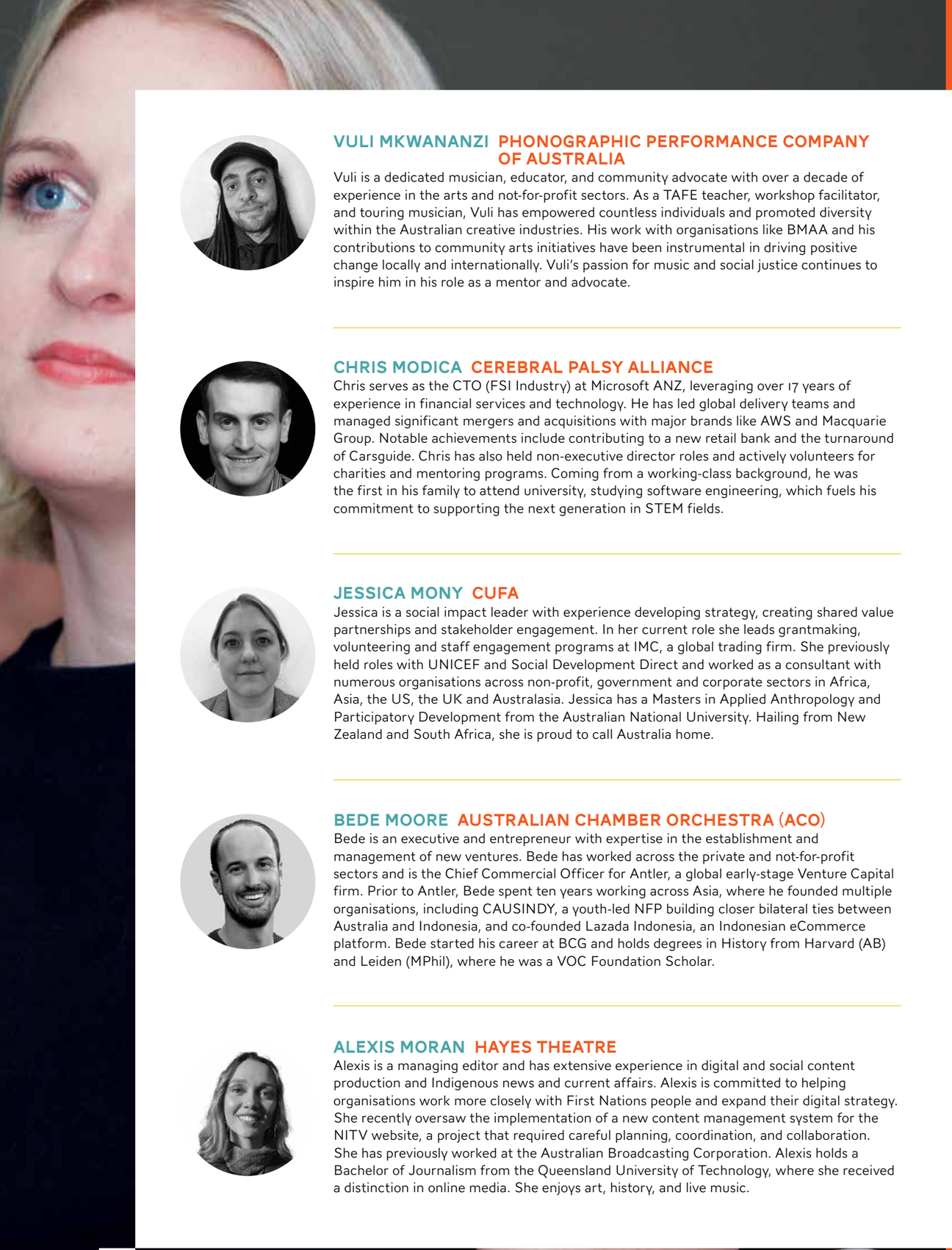
Nicholas is a Senior Legal Transformation Manager and solicitor with extensive experience across the legal, IT, and health & fitness industries. Nicholas combines strategic leadership, with client-centric consulting and commercial insights to deliver innovation, continuous improvement and growth. His favourite work includes generative AI experimentation and delivery, digital transformation, and legal operations. He is particularly focused on supporting NFPs in health and the Jewish community. Nicholas was awarded the inaugural Hewlett-Packard Office of General Counsel Global Innovation Award. When not practising Jiu-Jitsu with his two kids, he loves cooking, learning Japanese, biohacking and (tragically) Manchester United.

NINA MILLER JANNAWI FAMILY CENTRE

Nina is the Senior Legal & Compliance Manager at Assembly Funds Management, a real estate investment fund. Nina manages regulatory compliance, company secretarial duties and legal matters for the organisation. She has previously held similar positions across several industries including venture capital, law enforcement, automotive and cryptocurrency. Nina is passionate about assisting organisations to achieve governance and compliance best practice in a commercially minded manner. Nina holds a Bachelor of Arts (Politics & International Relations)/Bachelor of Laws) from the Australian National University. She is an avid sports fan and enjoys cooking and horse riding in her spare time.

CHRIS MILLS AUSTRALIAN RECORDING INDUSTRY ASSOCIATION

Chris is a data analytics professional in the music industry, having worked in a variety of major label organisations across Australia and the UK over the last decade. He has a strong passion for the role of industry bodies to drive positive change and believes that transparent data flows can help that process. Chris is currently Head of Data & Insights for Warner Music ANZ, leading a team ensuring that data is used to grow artist audiences and deepen connections with fans. Previously Chris was part of Music Week's UK Label Services Company of the Year (2020 and 2021, Virgin Music).



VULI MKWANANZI PHONOGRAPHIC PERFORMANCE COMPANY OF AUSTRALIA

Vuli is a dedicated musician, educator, and community advocate with over a decade of experience in the arts and not-for-profit sectors. As a TAFE teacher, workshop facilitator, and touring musician, Vuli has empowered countless individuals and promoted diversity within the Australian creative industries. His work with organisations like BMAA and his contributions to community arts initiatives have been instrumental in driving positive change locally and internationally. Vuli's passion for music and social justice continues to inspire him in his role as a mentor and advocate.

CHRIS MODICA CEREBRAL PALSY ALLIANCE

Chris serves as the CTO (FSI Industry) at Microsoft ANZ, leveraging over 17 years of experience in financial services and technology. He has led global delivery teams and managed significant mergers and acquisitions with major brands like AWS and Macquarie Group. Notable achievements include contributing to a new retail bank and the turnaround of Carsguide. Chris has also held non-executive director roles and actively volunteers for charities and mentoring programs. Coming from a working-class background, he was the first in his family to attend university, studying software engineering, which fuels his commitment to supporting the next generation in STEM fields.

JESSICA MONY CUFA

Jessica is a social impact leader with experience developing strategy, creating shared value partnerships and stakeholder engagement. In her current role she leads grantmaking, volunteering and staff engagement programs at IMC, a global trading firm. She previously held roles with UNICEF and Social Development Direct and worked as a consultant with numerous organisations across non-profit, government and corporate sectors in Africa, Asia, the US, the UK and Australasia. Jessica has a Masters in Applied Anthropology and Participatory Development from the Australian National University. Hailing from New Zealand and South Africa, she is proud to call Australia home.

BEDE MOORE AUSTRALIAN CHAMBER ORCHESTRA (ACO)

Bede is an executive and entrepreneur with expertise in the establishment and management of new ventures. Bede has worked across the private and not-for-profit sectors and is the Chief Commercial Officer for Antler, a global early-stage Venture Capital firm. Prior to Antler, Bede spent ten years working across Asia, where he founded multiple organisations, including CAUSINDY, a youth-led NFP building closer bilateral ties between Australia and Indonesia, and co-founded Lazada Indonesia, an Indonesian eCommerce platform. Bede started his career at BCG and holds degrees in History from Harvard (AB) and Leiden (MPhil), where he was a VOC Foundation Scholar.

ALEXIS MORAN HAYES THEATRE

Alexis is a managing editor and has extensive experience in digital and social content production and Indigenous news and current affairs. Alexis is committed to helping organisations work more closely with First Nations people and expand their digital strategy. She recently oversaw the implementation of a new content management system for the NITV website, a project that required careful planning, coordination, and collaboration. She has previously worked at the Australian Broadcasting Corporation. Alexis holds a Bachelor of Journalism from the Queensland University of Technology, where she received a distinction in online media. She enjoys art, history, and live music.

MALINI NAMBIAR 10X10 PHILANTHROPY

Malini holds the position of Microsoft Public Sector Data and AI Specialist Sales Lead for Australia. She's committed to transforming and expanding Federal, State Government, Health, and Education sectors using Data and AI technologies to deliver impact and outcomes. Her experience extends beyond the public sector, previously leading an enterprise commercial team. Prior to joining Microsoft, she was the Oracle Federal Government Branch Leader in Canberra. Malini is an Australian National University and Showa Women's University, Japan graduate and holds a bachelor's degree in Japanese studies. Beyond work, she enjoys photography and travel and is an advocate on sustainability.

BIOLA NGANG ARTS AND CULTURAL EXCHANGE

Biola is a KYC specialist with expertise in Australian financial institution. She is devoted to aiding businesses in developing frameworks to better safeguard our most vulnerable customers from identity theft and fraud through the use of technology. She is presently a trustee of the Awesome Foundation's Sydney Chapter and had recently participated in the Emerging Leaders in Australia - Africa Diplomacy Program as an Inaugural Australian Fellow. She regularly devotes her time to voluntary work in various capacities. Biola is an instrumental music enthusiast who also appreciates fashion designing and exploring outdoors.

ANNALIESE NORSWORTHY BELL SHAKESPEARE

As an emerging leader passionate about positive impact, Annaliese sees joining a not-for-profit (NFP) board as vital growth opportunity. With over 12 years in media, including roles in sales, business development, and leadership, she excels in managing relationships, strategic thinking, and influencing stakeholders. As Group Sales Manager at Scentre Group, she leads teams and fosters community-aligned campaigns, earning industry recognition. Annaliese is active in NFP and community groups, driven by teamwork and inclusiveness. Her commitment to learning, demonstrated by her MBA pursuit and plans to complete the Company Directors Course (AICD), aligns with her goal to make impactful board contributions.

CAZ O'BRIEN FAIRHAVEN

Caz is the Executive Director at YWCA Hunter Region, where she leads initiatives to empower women and families. Formerly, she served as Director of Partnerships and Engagement at The OzHelp Foundation, advancing suicide prevention and mental health support to high risk industries across Australia. Caz's career highlights include developing impactful community programs and strategic alliances. She is passionate about social justice and community empowerment. Outside work, Caz enjoys powerlifting and exploring nature with her family in a vintage caravan, which deepens her appreciation for balance and connection.

DANIELLE ODD KARITANE

Danielle is a seasoned Health Safety and Wellbeing (HS&W) Leader with over two decades of experience. Currently the Director of Wellbeing, Health and Safety at PwC, she has a proven track record in developing and implementing effective HS&W strategies. Danielle has held key roles at Nine Entertainment, Coca-Cola Amatil, where she significantly improved safety performance and reduced injury rates. She holds a Bachelor of Business from UTS and is passionate about people's experience of work. Authentic by nature, Danielle is dedicated to ensuring compliance and to making HS&W meaningful, relevant and engaging.

KUPPAL PALANIAPPAN THINK + DO TANK FOUNDATION

Kuppal works as an Associate Director within the Office of the CEO at Multicultural NSW. She has 13+ years of experience working across consulting, financial services, not-for-profit and the public sectors. Her achievements include developing a white paper for organisations on aligning their strategy and impact to the UN Sustainable Development Goals; reviewing a whole of government multicultural policies program; and being selected to participate in the Deloitte Aspiring Women's program. Kuppal holds a Bachelor of Business and Bachelor of Computing from UTS, a Graduate Certificate in Social Impact from UNSW. Kuppal enjoys reading books and exploring new cities.

EMILY PERRY JCA INVESTMENT COMMITTEE

Emily is an economist with broad experience in macroeconomics and financial market analysis. Emily has focussed her career in the public sector and is currently the Senior Economist at TCorp (NSW Treasury Corporation). Previously, Emily held various positions at the Reserve Bank of Australia. Emily has a Master of Applied Finance from Macquarie University, as well as a Bachelor of Laws and a Bachelor of Commerce (with First Class Honours in Economics) from the University of New South Wales. She enjoys going to the beach and spending as much time as possible outdoors with her family.

CASSIE PHILLIPS AUST. RECORDING INDUSTRY ASSOCIATION

Cassie is a Senior Digital Marketing Manager at EMI (Universal) with extensive experience in audience development and digital marketing. Working in digital marketing at major and independent labels, and as an artist manager 'Cassie has a well-rounded understanding of the music industry from the perspectives of artists, labels, and fans. Committed to fostering diversity, Cassie actively supports initiatives that promote gender equality among artists and industry professionals. She is also interested in the role of AI in music, creativity, and governance. Cassie holds a Bachelor of Commerce (UTS) and enjoys running, having completed her first marathon.

JEFF PLACE BIRRAHLEE PRESCHOOL LANE COVE LTD

Jeff is a passionate advocate for all-abilities and has a personal connection through the rare genetic condition of his daughter who suffers from Tuberous Sclerosis Complex. Through his 20-year corporate career he brings a wealth of knowledge across both the Hotel industry as well as the Shopping Centre real estate industry, having lead large teams and delivered some of Australis most iconic retail precincts such as Westfield Sydney and Westfield Bondi.

DAVID POLITZER STAND UP

David is the Partnerships Manager at Ticketek Australia, where he excels in building strong relationships and driving sales through partnership activities. With extensive voluntary involvement in the not-for-profit sector, including over 20 years with Scouts Australia and serving as a Youth Leader for Hineni Youth & Welfare, David has demonstrated a commitment to community service. His background in the Events & Entertainment Industry, coupled with his passion for arts-based events, underscores his dedication to creating meaningful connections and fostering social engagement. David is lover of music and the arts, and enjoys spending his time going to local concerts and events.

COURTNEY PRIZEMAN YHA AUSTRALIA

Courtney is a Senior Finance professional with experience across Real Estate, Aviation and Infrastructure sectors. Courtney is currently working at Scentre Group, owner and operator of Westfield in Australia and New Zealand, where she leads a high performing team to provide financial support across all areas of Scentre Groups' business. Her experience includes financial and commercial advisory on development opportunities, capital expenditure, procurement, energy and ESG. Courtney is actively involved in diversity and inclusion programs and mentoring and coaching others to succeed in reaching their goals. Courtney holds a Bachelor of Commerce, Applied Finance and Corporate Law from Curtin University.

SINCLAIRE PROWSE COURAGE TO CARE

Sinclaire is a philanthropic professional with deep experience working for large Foundations in Australia and the United States. She has also worked in Government as an Adviser to the Federal Minister for Mental Health. Her subject matter expertise is in international development, and she has also developed a strong understanding of the Australian disability and mental health sectors. Sinclaire holds a Bachelor of International and Global Studies and a master's in international relations, both from the University of Sydney. She is an avid long-distance runner and loves a good travel memoir.

EM QIAO REACH OUT

Emily is a Cloud Customer Engineer at Google where she is dedicated to assisting organisations in evaluating their AI and machine learning business strategy and implementation practices. Emily's background is in Electrical Engineering and Commerce (Finance). Her passion for advocating for social justice and bringing about environmental change is reflected through her previous roles as the Chief Operating Officer at Robogals and Chief Executive Officer of Monash Carbon Capture and Conversion. Previously, Emily was the National Finance Officer for UN Youth Australia and the 2019 Young Citizen of the Year for Glen Eira City Council.

DEEN RAD SALAAM FOUNDATION

Deen is currently a Mergers & Acquisitions (M&A) Advisor at BDO. Previously, Deen worked in the impact investment sector with both government and private equity. Deen holds a Bachelor of Applied Finance and Bachelor of Economics from Macquarie University. He is also a Chartered Accountant (CA) and Chartered Financial Analyst (CFA) Charter holder. Dedicated to enabling opportunity and empowering others to achieve their full potential, Deen is currently the CFO and incoming CEO of the John Mac Foundation, a charity which provides scholarships and mentoring to refugees, and recently made his boxing debut raising money for this cause.

ANN-MARY RAJANAYAGAM SYDNEY THEATRE COMPANY

Ann-Mary is a tech executive and entrepreneur, leading Alderon, a minority-owned consulting and advisory firm. With a focus on AI, data, and cyber strategy, she has extensive experience in financial services, having worked in major global markets like London, New York, and Sydney. Ann-Mary is a LinkedIn AI Top Voice, frequently invited to speak on digital transformation, the future of work, AI, and women's issues. Passionate about diversity and service, she actively contributes to not-for-profit organizations and enjoys mentoring. Ann-Mary is an avid solo traveller and values diverse voices in tech.

JASHWIN RAJESWARAN THE OBSERVERSHIP PROGRAM

Jashwin is a dedicated learner and passionate mentor currently serving as a high-performing Centre Manager at Scentre Group. With a strong academic background, including a Bachelor of Architecture and a Master of Business Administration, he has made a significant impact at ASICS and through various business opportunities in compliance, finance, and strategy. Jashwin has volunteered with Tribal Warrior, supporting youth in rehabilitation and personal development, and has coached young soccer players, fostering a sense of community. An enthusiast for travel, gardening, and sketching, he believes in the transformative power of mentorship and remains committed to contributing positively to society.

OLIBERTH REYES SANCHEZ NORTHCOTT

Oliberth, a Mechanical and Industrial Engineer, is passionate about finance, data, and business. He moved to Australia on a scholarship for his MBA and currently he is the Finance and Data leader for a fast-growing tech startup. Oliberth excels in financial expertise, analytical skills and data literacy. He has extensive experience in board reporting and working closely with CEOs on strategic planning and execution. Born without his left leg, he inspires others to pursue their dreams, he engages in modelling and he also is an avid athlete who practices rowing, swimming and bouldering.

ASHLIE ROGERS KARITANE

Ashlie is currently the scholarship program manager at the Goodes Oloughlin Foundation. This role enables her to continue her work in the community supporting First Nations young people feel empowered through their education. Before her role at the Goodes Oloughlin Foundation, Ashlie worked in the community services sector in both foster care and family preservation in non for profit organisations. Ashlie was acknowledged as one of the top 3 employees when she was employed by Life Without Barriers for her continued advocacy and work with young people in the foster care system.

SARAH ROSENBERG WOMENS' HOUSING COMPANY

Sarah is Executive Director of With You We Can, a national resource demystifying the justice system for victims of sexual violence while working to improve them. She pulls together advocates, experts and services to encourage collaboration. Sarah is a member of the National Women's Safety Alliance, the Independent Collective of Survivors and the Australian Law Reform Commission's Expert Advisory Group. Aside from using her living experience for change, Sarah works with Run For It, a youth-led NFP engaging young people in politics. She recently finished as 10x10 Philanthropy's inaugural Impact & Evaluation Officer.

OMER RUBIN MONTEFIORE HOME

Omer is a dedicated professional with extensive experience in leadership, strategy, and manufacturing within the healthcare industry, supported by a B.Sc. in Materials Engineering and an MSc in Industrial Project Management. His career is marked by enhancing business efficiency and developing accessible patient products. Passionate about community service, he has volunteered with food banks, provided meals to the homeless, mentored at-risk youth, and assisted the blind through "Be My Eyes." He has also served on student councils and led global initiatives to promote inclusivity. Raising his children inspires his commitment to personal and community growth outside of work.

DONIA SAEIDI REFUGEE ADVICE AND CASEWORK SERVICE [RACS]

Donia is a technology consultant specialising in tech-driven business transformations. With a background in Social Work, Political Science, and Public Management, she guides clients through organisational redesigns and business readiness. She has led complex, multi-year transformation programs globally across sectors, including public sector and financial services. After living and working in the Netherlands, USA, Africa, and the Middle East, she now calls Sydney home. A Fulbright alumna, Donia holds a Masters in Public Administration (MPA) from New York University, a Master's in Political Science, and a Bachelors of Laws and Social Work.

ARI SHAMMAY UNITED ISRAEL APPEAL

Ari is an engineering consultant specialising in improving air quality across Australia and New Zealand. He is the Practice Leader for Odour, Air Quality and Septicity at global consulting firm Stantec. Ari holds a diploma in financial markets, a bachelor's degree in chemical engineering, a master's degree in commerce and a doctorate in civil and environmental engineering. He is a committee member of the odour special interest group of the Clean Air Society of Australia and New Zealand. Ari enjoys geocaching and cooking and spends a wholly appropriate amount of time taxiing his children to extracurricular activities.

EMILY SHEN PERFORMING LINES

Emily is a lawyer at Gilbert + Tobin with deep experience advising within the financial services, fintech and web3 sectors on matters like new products, services and assets. She is also passionate about social impact and change, which is clear from her contributions to pro bono and not-for-profit work. Emily is a director on the board of the Welfare Rights Centre and holds a combined Bachelor of Laws and Bachelor of Arts (Media & Communications). Outside of work, Emily enjoys netball, reading and casually follows long distance dog sled racing.

EMMA SHINOZAKI-LANGRIDGE TALDUMANDE YOUTH SERVICES INC

Emma is a strategy consultant primarily working with government and not-for-profit clients in the health, human services and higher education sectors. She recently led a team to conduct a large national community consultation on primary health care for LGBTIQA+ communities to inform the 10 Year National Action Plan for LGBTIQA+ Health. Emma previously worked in policy and strategy at the NDIS Quality and Safeguards Commission. She holds a Bachelor of Arts (Honours) in Sociology from the University of Sydney and Master of Public and Social Policy from Macquarie University. In her free time, she is an avid Crossfitter.

ANNA SZABO PERFORMANCE SPACE

Anna is an international development and climate policy specialist at the Department of Foreign Affairs and Trade. She recently returned from the University of Cambridge in the UK, where she completed her Masters dissertation on how governments can better integrate climate change considerations into their aid programs. She was also selected to be a member of the Cambridge delegation at the United Nations Climate Change Conference in Bonn, Germany. As a classically trained singer, Anna has represented Australia in five international tours with the World Youth Choir, including at the Nobel Peace Prize concert in Oslo.

PHOEBE WHITE DOCUMENTARY AUSTRALIA

Phoebe is a strategic commercial leader with broad experience in the property industry. She is currently the National Commercial Manager at Scentre Group, owner and operator of Westfield in Australia and New Zealand. In 2023, Phoebe received Highly Commended recognition as part of the Frank Lowy Fellowship for her work in improving inclusivity and advocating for customers and team with disability at Scentre Group. Phoebe holds a Master of Business Administration from Swinburne University. Outside of work, Phoebe is an active volunteer with WIRES, working to advocate for, rescue and rehabilitate orphaned and injured native wildlife.

DAVID WILHEIM LOKAHI FOUNDATION

David is an actuarial consultant with almost 15 years' experience at Finity Consulting, providing consulting services to general insurance, corporate and government clients. David works across the insurance value chain, including data analytics, financial risk modelling, supply chain management, change management and strategic planning. Motivated by loss and seeing a need for change, he co-founded the annual fundraising initiative, Remember September, which raises funds and awareness for PanKind, The Australian Pancreatic Cancer Foundation, for whom he also serves as a Governor. He is also the P&C Treasurer and loves watching ice hockey and spending time with his family and friends.

HETTY WILSON BUS STOP FILMS

Hetty has dedicated her career to supporting artists and arts organisations through positions within the philanthropy teams of the National Art School, Sydney Theatre Company, Art Gallery of New South Wales and more recently Bundanon, as Head of Development. Prior to this she worked for Creative Australia, and the Queensland Art Gallery, on the Asia Pacific Triennial. She holds a Master of Art Business (Distinction) from Manchester University, and a Bachelor of Arts from the University of Qld. Having travelled extensively, today she resides on the beautiful South-Coast of NSW where she enjoys bushwalking with her kelpie.

ORLI WINTON MOUNT SINAI

Orli is a Brand Experience Manager at Circular Economy Systems with a rich background in FMCG, technology, sustainability, startups, and youth work. She has a demonstrated history of purpose-led partnership implementation, activation and engagement for strategic partners and stakeholders. Successfully launching projects ranging from new products to State Government Bottle Bills, her project management skills and strong attention to detail have led to optimised delivery and achieved better outcomes and cost savings. Orli is passionate about making a positive impact on the world and in her spare time she can be found volunteering at her community garden, reading and traveling.

ELENA WISE LITTLE DREAMERS

Elena is the GM for Cloud and Technical Sales at Microsoft. She has a team of over 300 sales and technical people across Australia & New Zealand, where she also leads the Families ERG that promotes inclusivity and creates communities to focus on single parenting, ageing parents, menopause, and financial stability. Elena has worked in Tokyo, at Google Japan, where she won the Founders Award, and at PayPal Japan, where she was the Country Manager. Elena was also elected as a Councillor on Woollahra Council in 2012. She is a Chartered Accountant, GAICD and a member of Chief Executive Women.

EVA WU GOOD RETURN

Eva is a Senior Manager in Scyne's Strategy and Transformation team, with over 15 years of public sector consulting experience focusing on business operations, technology transformation and education. She has worked for government clients in the U.S., Australia and New Zealand, and volunteered as a Kiva Microfinance Fellow in the Philippines. As the daughter of a Taiwanese diplomat, Eva is particularly interested in performing arts and cultural exchange activities and is also passionate about parenting support and services. When she is not busy running after her two girls (under 5) she enjoys hip hop dancing, hiking, and traveling.

VERONICA YORDANOV THE OBSERVERSHIP PROGRAM

Veronica is a passionate HR professional who has spent the past few years running strategic HR projects and programs at a global technology company, and currently leads change for transformation projects at Domain, a leading Australian property brand. Prior to her career in the technology industry, she ran a successful small business as a sole trader. Veronica holds a Bachelor of Psychological Science and Master of Project Management, specialising in organisational behaviour. When she is not working, Veronica is spending time with her two young children and remaining active outdoors.

CHARLIE ZADA ONE & ALL HUB

Charbel is a dedicated advocate for LGBTQ+ and disability rights, currently working as a freelance Disability Consultant at ACON. With a strong focus on multicultural and disability community impact, Charbel has spearheaded initiatives such as a pioneering queer and disability social groups, which has significantly enhanced support networks and visibility. Their work in the not-for-profit sector is marked by a commitment to inclusivity and social justice. Passionate about creating equitable opportunities, Charbel continues to drive meaningful change through both professional roles and community engagement, embodying a deep commitment to advocating for marginalised groups.

CAROLINA ZEQUIM THINK + DO TANK FOUNDATION

Carolina is a Health Facility Planner with extensive experience in master planning and feasibility studies for healthcare facilities across Australia and Brazil. She led the planning for the Mackay Base Hospital Expansion and contributed to significant projects for Uniting Care, Santa Casas de Misericordia Hospitals, and Saint John of God Hospital. Carolina's expertise spans from master planning to construction, complemented by a post-graduate degree in Business Administration. She is passionate about creating optimal healing environments that integrate indoor and outdoor spaces, with a particular focus on healing gardens. Carolina enjoys cultivating plants and perfecting her sourdough baking skills.

ANNA ZHANG HILLS MONTESSORI SOCIETY

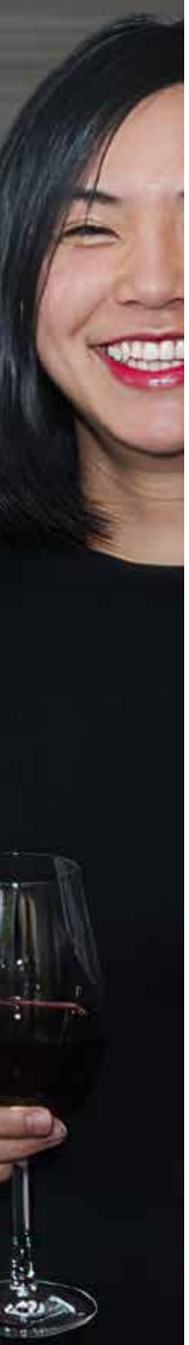
Anna is a passionate early childhood professional; she holds a Master of Teaching (Early Childhood) from the University of Melbourne and brings a unique perspective from her background in financial services. As the Professional Placement Coordinator at Holmes Institute, Anna excels in developing and managing partnerships with early learning centres across the nation. Anna also designs and delivers high-quality, research-based curricula aligned with the Early Years Learning Framework. She mentors educators, fosters community engagement, and ensures positive learning outcomes by promoting critical thinking and valuing cultural diversity.

JENNY ZHANG MEDIA DIVERSITY AUSTRALIA

Jenny is an Actuarial Senior Manager at PwC Australia, specialising in the life insurance industry. She holds a Bachelor of Commerce (Honours) in Actuarial Studies, is a Fellow of the Institute of Actuaries of Australia (FIAA), and a Chartered Enterprise Risk Actuary (CERA). Jenny has extensive experience in data analytics, risk management, and project management. She actively mentors young professionals and is committed to gender equality and personal growth. Jenny has participated in various volunteer efforts, including PwC's early career programs and social impact activities. She enjoys cooking and fostering an inclusive working culture.

LERON ZINATULLIN LOKAHI FOUNDATION

Leron is a forward-thinking technology leader specialising in cyber security strategy. He is overseeing risk, governance and compliance functions to ensure responsible operations that safeguard people's data. With a background in consulting, Leron has led large scale, global, high value digital and security transformation programs in the US, Europe and Australia to improve performance and support the mission. His business acumen, technology insight and leadership skills allow him to enable not-for-profit organisations to thrive while protecting them against cyber threats. Leron is an ethical leadership award recipient and recognised as one of the top cyber security leaders in 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, 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

A NOTE FOR HOST BOARDS

We are delighted to be working with you for the 2025 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

- Observers are carefully matched with organisations based on their skills and interests for a 12-month placement.
- The Observership begins with the first board meeting of 2025 and finishes with the last.
- While Observers sign the Program's confidentiality agreement, organisations may also request these terms or require their own confidentiality agreements.
- All Observers undergo a Police Check, and are advised that organisations may require additional screening 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 boards, the role of board members, the decision-making process and governance priorities.
- Where board meetings move between cities and or countries and board members are supported to attend these meetings in-person, we request that Observer attendance is facilitated and supported by the host organisations.
- Observers participate in a training program alongside their board Observership. AICD facilitates four sessions and The Ethics Centre, one session. Further training sessions are facilitated by The Program and feature keynote speakers. Opportunities for networking among Observers and peer-to-peer learning are provided via the In Person sessions. All training sessions are mandatory. Please refer to page 10 for an outline of the training program.
- For a copy of the Board Participation agreement, please contact Rachel Exton.

HINTS FOR ENGAGING OBSERVERS

Here are some example of best practice and ways boards and Observers can maximise contribution and governance learning throughout the Observership year.

- 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 is essential for learning and engagement;
  - Please discuss areas of potential contribution 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 supports 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:

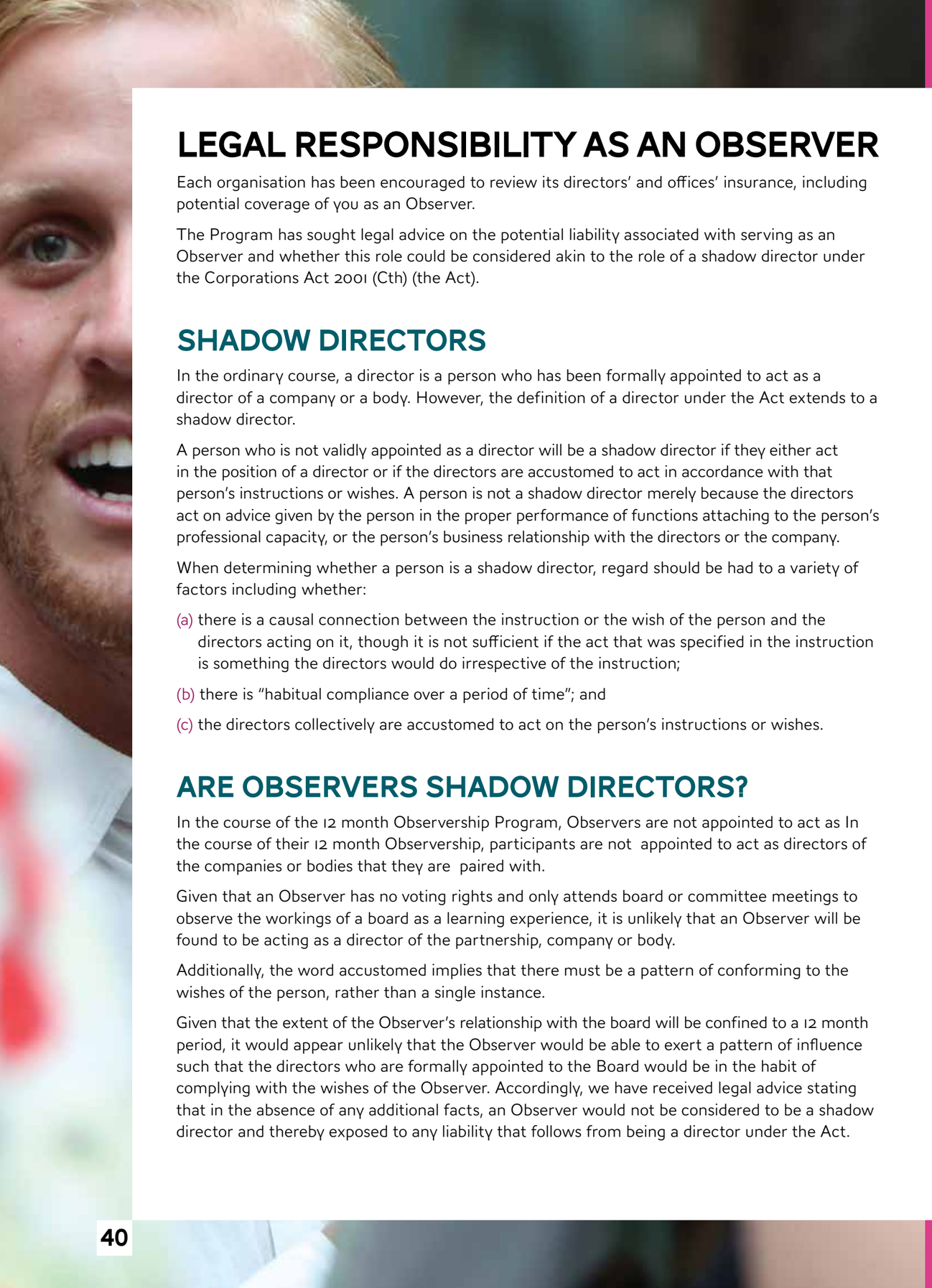
- Board minutes note that Observers are present in the capacity as Observers and not as directors. When a vote is taken, please make clear that Observers do not vote;
- Where a training session clashes with a board meeting, Observers are advised to prioritise Board meetings;
- Feedback calls with Observers take place early in the Program 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 next year's Program;
- Board Liaisons are asked to contact the Program if any issues arise, including any non-attendance other than due to 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 younger, diverse 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/communications, 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 1,400 "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:

PROGRAM LEAD, NSW AND BRISBANE
RACHEL EXTON
Email: Rachel.exton@observership.com.au



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 In the course of their 12 month Observership, participants 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 Profit Commission (ACNC).

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

David Gonski AC, Jillian Segal AO and Peter Joseph AM are the Program Patrons.

The board of The Observership Program hosts Observers each year.

CONTACT US

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PHOTOGRAPHER Giselle Haber: 2017 – 2023 Sydney Program Launch

“The Benevolent Society is delighted to be participating for the second year in the Board Observership program. Applicants to the program are high calibre and well matched to the organisation, such that it was very difficult to select from those we interviewed. The program delivers great benefit to us as an organisation in identifying candidates who offer great energy, fresh perspectives and a range of expertise to apply to specific projects and our activities generally. In return, The Benevolent Society aims to provide the board observer with a rich and engaging board experience sitting at the table with seasoned directors who have a wide range of experience and expertise and in-depth learning about our sector and its challenges. In this way, we are helping to develop board directors of the future.”

Lisa Chung, Former Chair, The Benevolent Society – Participating Not-For-Profit in 2016 – 2025

“I feel that the knowledge and experience gained throughout the Observership Program is already being put to good use at work as well as in my new role as a Board Director. In general, my understanding of the role of Directors is now a lot clearer as well as the role and responsibility of ARIA and the way its run as an organisation.”

Emily Crews, Former Observer

“AICD’s training throughout the year teaches Observers core governance principles you can apply immediately. It’s a crucial part of the overall experience, giving you both practical skills and a kind of best-practice framework to compare and contrast with your real life board experience.”

George Downing, Former Observer

The
Observership
Program™