



ANNUAL REPORT

**2020-
2021**

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A WORD FROM OUR MANAGING DIRECTOR

DONNA DE ZWART

If you're reading this, it's likely that you are a changemaker. A changemaker is someone who gives themselves permission to do something about a social problem and keeps trying until they have made a difference. You believe you are making a difference by supporting Fitted for Work. If you are new to us, then welcome to the Fitted for Work family and congratulations, you are now officially a changemaker.

We need changemakers now more than ever. Women around Australia are doing it tough.

The Australian Bureau of Statistics recently published statistics that support this. As of February 2021, there were 2.2 million people who were not working and wanted to work, only 808,000 registered as looking for work¹. That tells us that over a million people did not actively look for work, however, they could work and wanted to work. Whilst we don't have the numbers for women specifically, we only need to think about the industries hardest hit by COVID. They predominantly employ women. Layer the other burdens that women are currently carrying, and we can only surmise that the economic tail of the Pandemic will be long for women.

The longer women stay out of

the Australian workforce, we will see the status of women and girls slip backwards. We see a direct correlation between those women who don't have financial independence and the underrepresentation of women in decision-making roles. This then directly affects their physical and emotional safety and that of their families.

On the frontline our team are hearing from women who feel overwhelmed, hopeless, and don't know where to go to get support specifically when it relates to employment. We know we can most effectively support women when the not-for-profit, private and government sectors work together. That's why over the last 10 years we have established three social enterprises, Supervention, She Works and the Conscious Closet, that provide end to end solutions.

Programs and services that are generic and rigid in their approach often miss the mark. The challenges that women face as a cohort are unique. They are complex and layered. Fitted for Work are proud to have developed a unique wraparound solution over the last 16 years that fast-tracks women into work.

Our proven formula helps women

from ages 16-65+ to gain employment and build financial independence. It's worth a reminder that on average it takes a woman, between 210 and 476 days to find work, depending on her age. When a woman engages with Fitted for work, it takes a mere 73 days.

Every woman in Australia, whether she is in far North Queensland or Tasmania, whether English is her second language, whether she has a disability, whether she has finished high school or has a PHD, whether she is a survivor of abuse or exiting prison deserves to have access to the best services available.

Fitted for Work is an industry leader for women's employment support. Our elegant formula works. We've been perfecting it for the last 16 years and have delivered to 40,000 women across Australia.

Fitted for Work services are second to none because skilled, professional staff and volunteers deliver them. Our extraordinary team approach every client interaction with compassion and respect. If you add into the mix the intelligence and generosity of the Fitted for Work Board and committees, it's easy to see why the formula works.

In this next phase of growth for the

organisation, we want to increase the number of women we help. Fitted for Work is not a handout or a band aid, it is a solution to lift women out of crisis and poverty. With your help Fitted for Work can alter the current trajectory that many Australian women face, giving them a bright and equal future.



“FITTED FOR WORK SERVICES ARE SECOND TO NONE BECAUSE SKILLED, PROFESSIONAL STAFF AND VOLUNTEERS DELIVER THEM.”

¹Australian Bureau of Statistics, 6226.0 Participation, Job Search and Mobility, Australia, 2021

A NOTE FROM OUR CHAIR

MARY CROOKS

What a year it has been! A year on and here we are dealing with yet further iterations of the global pandemic. This public health and economic crisis has made dramatic demands on an organisation like Fitted for Work, with cyclical lockdowns hindering the participation of the organisation's volunteer army, restricting in-person client services, and limiting access to the relatively new purpose-built national headquarters.

Despite these arduous circumstances, Fitted for Work has continued to forge on. I am continually in awe as the Chair of how the organisation from senior management, through to all staff, volunteers, and the board, have been able to take developments in their stride and deliver positive outcomes from this kind of effort. It is a magnificent tribute that despite demands of covid; the organisation has stood the test and remained strong in its positive outlook and care of the team.

The board made a significant decision during this financial year to re-title Donna de Zwart's position away from Chief Executive Officer to Managing Director of Fitted for

Work. The role of Managing Director brings with it a different range of reporting responsibilities. This is so much more than a titular change. It is a strong acknowledgement of the gratitude that the Board feels for her leadership of the organisation. In this sense, we have welcomed her as a peer amongst peers. We look forward to working around the table alongside Donna as we go into a new era of Fitted for Work life.

It has also been through an extension of Donna's leadership throughout the challenges of COVID-19 that we have seen important steps taken to spread the delegation of duties across the senior leadership of the organisation. It is so pleasing to see the Leadership Team and Crisis Management Team step up and be accountable for what are a complex array of duties and responsibilities, with each member playing significant roles in ensuring the success of the organisation.

At Fitted for Work, while we have always valued high quality governance at a board level, in the last year we have taken this up a substantial notch. It is with great pleasure that we have inducted five talented and diligent new Directors

to our Board, Claire Adams, Jo Scard, Nabil Alizai, Nyanisha Samarakoon and Dr. Ty Wiggins. And what a continuing pleasure it is as Chair to look around that board table and appreciate the breadth of experience amongst our Directors and their extraordinary willingness to roll up their sleeves and help.

In the past financial year, we have assiduously attended to revising our existing policy and procedures register and developing policies and procedures in areas where we felt we were not as strong as we could be. The work has been immense, and I thank our Financial and Risk Committee and Governance Committee for their dedication.

In addition, we have created two new committees to support the growth of Fitted for Work, the External Relationships Committee and the Media and Technology Committee. We have welcome three external committee members, Naomi Feast and Emma Rockey (Financial and Risk Committee) and Chris Collacott (Technology and Media Committee).

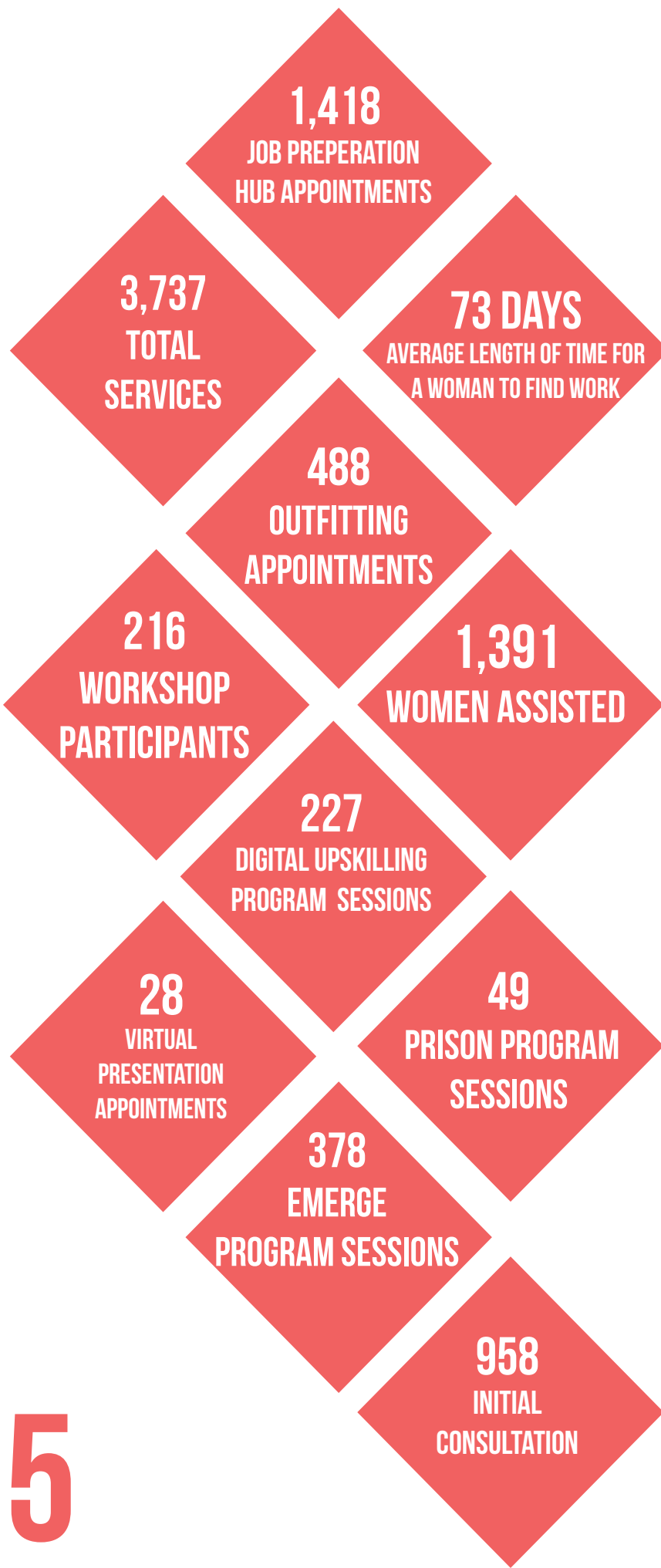
I want to pay special tribute to our committee chairs - Anne Randall, Wendy Stops and Sarah Wrigley. All in all, a jam-packed year for Fitted for Work.

We must work to continue to sustain the future of Fitted for Work, as heaven knows COVID-19 has exposed a lot of deep inequities affecting women in our community. Fitted for Work's services are essential in the coming years to ensure employment and financial independence are accessible to the thousands of women who are experiencing disadvantage in the labour market. We invite you to join us on this journey as we seek to increase women's workforce participation and economic security.



“FITTED FOR WORK’S SERVICES ARE ESSENTIAL IN THE COMING YEARS TO ENSURE EMPLOYMENT AND FINANCIAL INDEPENDENCE ARE ACCESSIBLE TO THE THOUSANDS OF WOMEN WHO ARE EXPERIENCING DISADVANTAGE IN THE LABOUR MARKET”

A YEAR OF IMPACT



When the first lockdown hit, it reduced our capacity to deliver services by 60%, limiting access to those services that we could deliver by video conference, webinar, phone and email. Our team were quick to mobilise and recreate some of our most popular programs such as WomanKind into an online version – Emerge. Some proved a little more challenging, such as interactive workshops and our Prison Program, but we were able to design and trial some new offerings such as Virtual Presentation appointments which demonstrate how to be successful on Zoom meetings/interviews and Digital Upskilling Sessions. We also had to be creative with engaging our dedicated teams of volunteers, as outfitting clients and delivering resume support through our Richmond and Western Sydney services was no longer an option. Many chose to mentor, while we created opportunities to support clients through online group training via the Emerge Program.

And while the affects of having to redesign services, plus the changing needs of women looking for work post-pandemic, have resulted in a decreased number of clients, the women who have engaged have accessed a greater number of services for longer. We are delighted to have delivered over 3,700 services to 1391 women over the year. And that connection has proven key to making sure that we offer relevant, quality and accessible services as we now open our doors to welcome clients and volunteers back face-to-face.

OUR CLIENTS

ON AVERAGE IT
TOOK WOMEN
73 DAYS TO
FIND WORK
USING FITTED
FOR WORK'S
SERVICES.

- Our clients are linguistically diverse (CALD) women
- Mature-aged women (55+)
- Women exiting correctional facilities
- Survivors of domestic violence
- Young women (16-22)
- Women with disability
- Women experiencing homelessness
- Transgender women, non-binary and gender diverse people
- Refugee and migrant women



60% of all appointments were attended by women from a culturally diverse and linguistically diverse background (CALD).



15% of all appointments were attended by women who have a disability.



29% of all appointments were attended by women who had an education below university level.



30% of appointments were attended by women living in over 200 different rural and regional locations.



40% of all appointments were attended by women who identified as being single parents.



15% of appointments were attended by women who identify as Aboriginal or Torres Strait Islander

CLIENT SERVICES

A special thank you to the Bank of America, Besen Family Foundation Grant, Dooleys Catholic Club, Good Shepherd Australia New Zealand, LinkedIn Melbourne, Cailiguri Family Trust, Inner North Community Foundation, Silicon Valley Community Foundation and State Street Fund for supporting our core services.



CLIENT SERVICES

REBECCA DUNN - ONLINE SERVICES COORDINATOR

In 2020-21, Fitted for Work helped 1,391 women, across 3,080 appointments.

Client Services has seen a year of adaptation, consolidation and growth, despite the ever-changing landscape we're traversing.

We look forward to re-opening Face to Face services as soon as we can, and moving into our future with an enhanced and nationally consistent hybrid way of working. Throughout the year we continued to support our clients without missing a single day of service.

We identified our clients needed support in order to successfully shift with the world into a more online presence, so a new appointment type, named 'Virtual Presentation' was developed. This online service, designed by the Online Outfitting team, helped our clients refine how they presented themselves, be it for an interview or online working. We collaborated with them on personal presentation, technology troubleshooting and environment curation, so they always put their best professional self forward to prospective employers and new colleagues. The Online and Face to Face

services team from both Western Sydney and Victoria contributed significantly to the development and success of programs, while maintaining a consistently increasing cohort of clients through our LinkedIn and SMAART Recruitment workshops- now delivered fully online. Face to Face services had intermittent periods of opening and success, including welcoming some of our brilliant volunteers to support us in several ways, including delivering our very first face-to-face Outfitting at our new site in Richmond.

"WE ARE ABSOLUTELY THRILLED TO HAVE MANAGED TO CONTINUE TO REACH OUR MOST VULNERABLE CLIENTS"

The team has worked diligently on the revision of existing and development of new staff and client resources, ranging from Cover Letters & Resume Guides, to setting up for video interviews, to guides on styling and makeup. We now have a thorough, current (always growing) suite of resources that is now used nationally across Client Services by both staff and volunteers. We also developed and delivered Fitted for Work's first official 'Outfitting Essentials' workshop to all outfitting staff and volunteers.

We are absolutely thrilled to have continued to reach our most vulnerable clients and supported them in new and exciting ways during some unrivalled challenges in an ever-changing environment.

Image by Glonaida Quiapon

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EMERGE PROGRAM

LEAH NISCHLER - PROGRAM COORDINATOR

2020-2021 has been a roller coaster ride with a mostly uphill trajectory, a few loop de loops and some “hold onto the seat of your pants” moments. Whilst, initially, the governing word for programs was consolidation, with Covid lockdown, it soon became growth.

Many clients at the beginning of the pandemic told us they faced isolation, job loss and lack of confidence, so Emerge was developed to bring women together and connect them in the one virtual space to share their challenges and successes in the new job seeking landscape.

We always put participants at the centre of our program building, with consideration being given to the affects of lockdown.

We also created and identified the job seeking resources and activities which were housed in our learning Management System and tutorials designed by our fabulous Holly Smith an Executive Coach. The program provided us with a natural arc-starting with self-talk and the power of positive thinking through to goal setting and planning for the future.

It seems like a decade ago, but fast forward to June 2021; we have delivered five Emerge programs to women across Australia from Maleny in Queensland to Fish Creek in Victoria. We’ve had tears and laughter, compliments, and suggestions. Every woman has

different reasons for engaging with Emerge—some are seeking a connection, some want to practice their English, some are seeking new ideas for time management and others want to soundboard a career change. Many of the participants have gone on to use other Fitted for Work services to build on their skills and strengths and we know a number have successfully secured work or gained clarity and confidence to keep job seeking.

From 2020 to 2021 Emerge has been delivered to 161 women. 71% have accessed additional Fitted for Work services and 75% have completed the entire five week Emerge program. We have validated the inspiring bits and culled the ones that just missed the mark, leaving us with following six powerful modules:

“MANY OF THE PARTICIPANTS HAVE GONE ONTO USE OTHER FITTED FOR WORK SERVICES TO BUILD ON THEIR SKILLS AND STRENGTHS AND WE KNOW A NUMBER HAVE SUCCESSFULLY SECURED WORK OR ACQUIRED CLARITY AND CONFIDENCE TO KEEP JOB SEEKING.”

1. **Self-Talk**—the power of positivity
2. **Confidence**—Grow your strengths and skills
3. **Communication**—Connecting for success
4. **Nourishment**—Well-being and reflection
5. **Change**—Building resilience
6. **Vision**—Goal setting for the future.

During 2021, we also realised that, in order to deliver more Emerge, we had to build capacity, to source other people who were interested in facilitation and content building. So that we could aim for the stars, we reached out to our wonderful pool of volunteers and many have had vast experience with adult learning and employment services. Volunteers also bring new ideas and energy and unleashing their talents and knowledge has meant that the benefits of Emerge can be experienced by more and more women throughout Australia. The Emerge team is super excited about what the next year holds.



A special thank you to the Bank of Melbourne Foundation, Telematics Trust, VicSuper, Duff & Phelps Charitable Foundation, ERDI Foundation, John & Miriam Wylie Foundation and The Frank Montagnese Foundation for supporting this project

RED PROGRAM

AMANDA CARLILE - GENERAL MANAGER

Developing new programs in the current climate has brought its own unique set of challenges, but one program we have been determined to get off the ground this year is our RED (Retail Experience Development) program that supports young women to gain experience and confidence to launch a career in the retail sector.

A significant factor in ongoing and rising youth unemployment is a shortage of established skills and/or work experience for individuals. It's hard to gain experience when you haven't yet taken your first step into the workforce. And that's why with visionary 3-year funding from The Jack Brockhoff Foundation, we have been able to use our own 16 years of experience in retail and clothing services and our network of corporate partners to create this tailored and practical pilot program.

RED is an 8-week program that covers a range of topics, from designing a digital marketing project, merchandising and sales workshops, and work experience on the sales floor and warehouse. Clients are developing social media skills, producing a tailored retail resume and a LinkedIn profile, plus interview practice and outfitting.

Young women on this program will be supported by a Fitted for Work mentor who will help them imbed the teachings from the program and offer moral support and guidance to apply for retail roles.

We have spent the last 12 months developing this program in collaboration with two significant retail partners, ELK, an ethical fashion label, and leading fashion chain Taking Shape, who will provide work experience placements and host retail master classes at their site. This is a great opportunity for participants to hear from successful women in the industry because we know that connection is a huge motivator. You can't be what you can't see and for young women, it's essential to identify the pathways that other women have taken in building successful and meaningful careers to show them they can, too.

Head of People and culture at Taking Shape, Louisa Trombin, said of their 12 years partnership with Fitted for Work.

"We're proud to be involved with their innovative programs that address barriers to employment and support women to gain experience and confidence through employment,"

Our goal is for young women to grow in confidence and develop aspirations, skills, and networks to create a career they enjoy and can sustain.



"OUR GOAL IS FOR YOUNG WOMEN TO GROW IN CONFIDENCE AND DEVELOP ASPIRATIONS, SKILLS, AND NETWORKS TO CREATE A CAREER THEY ENJOY AND CAN SUSTAIN."

A special thank you The Jack Brockhoff Foundation for supporting this project

VOLUNTEERS

A special thank you to the Clayton Utz Foundation, Victorian Women's Benevolent Fund and the Victorian Women's Benevolent Trust for supporting our prison program.

207
CURRENT
VOLUNTEERS

112
CURRENT TRAINED AND
ACTIVE MENTORS

OUR VOLUNTEERS

MERREDITH MURPHY - VOLUNTEER MANAGER

Throughout this past year, both our Western Sydney and National Office sites experienced challenges because of lockdowns and restrictions. These limited our ability to have staff, clients or volunteers on site. But it was wonderful in the pockets of time when restrictions allowed, having some volunteers return. Western Sydney was first to have volunteers back with outfitting appointments and was in planning mode for the Job Preparation Hub when they closed up again.

It was not so much returning but beginning in our new National site in Richmond. We needed to develop new systems and processes along with COVID-19 safe practices before we could see any clients, and there was a lot to do. But it was such a buzz when we could finally get a small band of volunteers on site. And it was wonderful to see both experienced and new volunteers finding their way together in the new and expansive spaces of the Outfitting and Donations areas.

Lockdowns meant we couldn't meet on site, so we adapted to zoom meetings and found that this was a great way to keep connected. Monthly zoom morning teas gave volunteers a chance to reconnect or meet for the first time. Another unexpected bonus of the lockdowns was the unbelievable response we received to our request for masks and cloth bags. We received over 200 items, which were

all beautifully handcrafted. We packaged them up and sent them out in the clothing capsules from Online Outfitting appointments.

Mentorloop, an online platform, enabled our mentors to continue without the need to meet in person, so existing relationships could continue, and new ones start. We converted our Mentor training to online and so brought on board more mentors for our mainstream program and upskilled some experienced mentors for the Women in Prison Mentoring program. This program has been designed to help women transitioning out of the prison system, namely women who are within 6-9 months of release. Mentors play a big role in this program guiding the women through the challenges they may face re entering the job search. Meanwhile, our very keen WomenWalk volunteers persisted and got a couple of walks in between lockdowns. This program helps connect women bringing them the positivity that comes with exercise and bonding.

We are very fortunate to have so many dedicated and resourceful volunteers who bring their skills, talents and warmth, who have been willing to ride out the waves, stay with us and be ready to jump in when needed. Thanks so much for all the things you do to support us. We couldn't do what we do without you.

VOLUNTEER STORY

MERREDITH MURPHY - VOLUNTEER MANAGER

Vera had recently retired and was keen to give back to the community. She had heard about Fitted for Work, and loved the idea of doing something that sounded fun, hands on and would assist someone practically. So back in 2010, she attended three evening training sessions where the focus was on styling and how to dress a woman for work.

She recalls being very excited to be placed on the roster then put her hand up to join the new mentor program because she had experienced mentoring in her own career and knew it could really make a difference for someone.

So, Vera continued to volunteer in the Outfitting service whilst also mentoring a young woman with a disability.

Vera helped to build Mary's* confidence and support her to lay the foundation of self-belief and independence for the following 12 months. Vera has since supported many more mentees, become a Lead Mentor, continued in the Outfitting Service and supported clients in the Job Preparation Hub. She remains active as a Lead Mentor and loves the fact that she can remain involved and supported from any location.

*Name has been changed for privacy purposes.



“THANKS SO MUCH FOR ALL THE THINGS YOU DO TO SUPPORT US, WE COULDN'T DO WHAT WE DO WITHOUT YOU.”



TECHNOLOGY STRATEGY

A special thank you to Perpetual for supporting this project.

TECHNOLOGY STRATEGY

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RYN HOPGOOD - NATIONAL CLIENT SERVICES MANAGER

In response to the changing needs of our clients, Fitted for Work is and always has been inherently adaptive. Four years ago, thanks to the organisation’s forward thinking, the need for technology to underpin all activity was prioritised and embedded in the Strategic Plan. Using technology at Fitted for Work has dramatically changed over the past four years, but the investments made in developing our use of technology in the years leading up to FY 20/21 is the reason we could not to only continue to support clients seamlessly throughout this challenging year but could grow and thrive.

In July 2020, we asked “How do we continue to invest in technology to deliver greater social value for women facing disadvantage and build greater sustainability for the organisation?” We undertook a comprehensive review of our current practices and capabilities and by October 2020 we had a 3-year technology strategy to allow for future growth.

We developed three technology goals to enable and support Fitted for Work’s vision:

- **Goal #1** ‘Mature and consolidate governance and risk practices’
- **Goal #2** Streamline the client/ stakeholder experience
- **Goal #3** Empower stakeholder communication, engagement and growth

Across these three goals sit twenty-two projects to achieve technology reform, capability uplift and realise the digital opportunity for Fitted for Work. The immediate initiatives undertaken were to focus on governance and security so our stakeholders and clients would continue to feel safe working with us online, just as they always have in person.

By the end of June 2021, a majority of the nine initiatives in Goal #1 were complete, and we were on track for the rest. In June 2021, the newly formed Technology and Media Committee met for the first time. This committee’s purpose is to assist the Board to discharge its responsibilities related to technology and media-related investments, operations, and strategies of Fitted for Work, including security framework and effectiveness.

This ongoing support within the organisation reinforces our commitment to remaining at the forefront of leveraging technology so we can respond to the changing needs of our clients. Bringing the Technology Strategy to life will enable Fitted for Work to build greater efficiencies and scale up to reach the growing number of women seeking economic security through employment.

CLIENT STORY

ABIGAIL ROSS - NATIONAL MARKETING AND COMMUNICATIONS OFFICER

CLIENT STORY

"THE SERVICE HAS BEEN EXTREMELY HOLISTIC, MEETING MY EVERY NEED, INITIALLY THROUGH INTAKE, LISTENING TO MY STORY, STAYING WHERE I WAS AT, YET GENTLY PUSHING ME FORWARD, TOWARDS MY GOALS. I RECEIVED HELP WITH MY CV, COVER LETTERS, EXPLORING MY SKILL SET, WORK EXPERIENCE, AND PLANNING MY FUTURE, TO MEET MY LITTLE FAMILY'S NEEDS."

Jasmin has faced an extremely hard year feeling very lost, desperate, hopeless & felt like giving up after escaping a domestic violence situation affecting her career and life. As a single mother of two, she faced financial challenges and the affects of COVID19.

Despite the circumstances, Jasmin did her best to stay hopeful "This whole time, I've continued to try & stay positive, grateful to live in Australia & have the supports & freedoms we have. Going through tough times really makes you stop & reflect on what's important."

Jasmin attended many of our services including an Online Outfitting where she received a capsule of clothing to assist her with her job search giving her confidence for interviews and the ability to dress for a future role. After the appointment she let us know that "I felt super confident after my virtual fitting, when I was sent my parcel, of beautiful new, Country Road clothes, including a MIMCO bag, heels, jewelery, make up & even a little bath bomb for my girls. This special touch of the service helped put me in the right mindset, for working through the interview processes."

She also attended our Online Job Preparation Hub where we worked with her on her cover letter, resume, and interview skills. She told us that "The service has been extremely holistic, meeting my every need,

initially through intake, listening to my story, staying where I was at, yet gently pushing me forward, towards my goals. I received help with my CV, cover letters, exploring my skill set, work experience, and planning my future, to meet my little family's needs."

Jasmine also attended our Emerge program, which provides clients with unique knowledge on topics such as confidence, self talk and communication. Jasmine told us that "these courses would be highly beneficial to anyone just starting out in the workforce, returning after a long period of unemployment or those seeking an alternative career path."

Jasmin's story has a happy ending and her determination and spirit made an enormous impact. She received two job offers in the space of 15 minutes after a year and half out of work. We were so happy for her and she responded saying ". I am so relieved & happy to finally have my career back on track & after a turbulent few years, I can finally see the light at the end of the tunnel. My girls are so happy, we can stay living in our home, our little community, near our family, friends & most importantly to them, they can have a special birthday & Christmas this year!"

We feel honored to support clients like Jasmin and help them achieve their career goals.

DONATIONS HUB

CAMILLA MCKEWEN - DONATIONS COORDINATOR

Fitted For Works donation hub encompasses logistics, storage, donor relations, volunteer management, sustainable waste practice and client support.

Whilst we have navigated lockdowns and changing circumstances this past year, there has still been so much opportunity to grow, refine processes and keep our core principles—supporting our client services and committing to sustainability and a circular economy.

We have received donations onsite at Richmond for 8 out of 12 months, and in that time we have not only seen great generosity from our local community but also increased engagement from corporate sponsors and larger donations of end of season or excess stock. This has been of significant benefit for the dressing room and our clients, as we see coveted items such as makeup and handbags readily available and in new condition.

This is a positive area of growth, and something we will continue to expand, connecting with donors that reflect our values and goals.

Our volunteer engagement has continued to grow, reflected in ongoing weekly attendance and commitment. This has assisted a sense of rhythm and routine in the hub, allowing us to set benchmarks and goals around sorting, restocking and public donor relations. Whilst our donation flow remains steady, with ample reserves, we have worked up to processing 400kg of

items per week, giving a sense of accomplishment to our volunteers and a steady stream of goods available to the dressing room and The Conscious Closet.

We have remained supportive of the changing needs and schedules of our on give partners, which is a crucial part of our sustainability model. Having clear and beneficial streams for our unused textiles allows us to support other charities whilst committing to keeping useable goods out of landfill.

On average we ongive 30% of processed donations per month, distributing this to different areas of need and use. Recycling and waste management form an important part of our processes, as we continue to process clear and coloured plastic through a community start up, steel, hard plastic and cardboard through council initiatives and any excess through channels.

We have engaged with Charitable Recycling Australia for the last 12 months, which has been a great resource to track impact, join charitable recycling partner meetings and roundtable discussions. This membership can keep us updated with not only the changing face of charitable retail and donation trends but also Government/local initiatives, available grants and upcoming sustainability opportunities and networking. This is a significant area of education and opportunity not only for the donations hub, but for Fitted For Work.

DONATIONS HUB

4500
KILOGRAMS OF CLOTHING
ON-GIVEN TO CHARITY
PARTNERS

\$58,560
WORTH OF CLOTHING
GIFTED TO
CLIENTS

THE CONSCIOUS CLOSET

SARAH RICARDO - THE CONSCIOUS CLOSET COORDINATOR

THE CONSCIOUS CLOSET

the
conscious
cLOset

The Conscious Closet brings the very best of pre-loved clothing and accessories to you via our online store which you can purchase from anywhere in Australia. 100% of the profit made from the Conscious Closet goes straight to Fitted for Work.

The year has seen us take on many new retail initiatives, settle into our new premises and really focus on our environmental accountability, and make the most out of this current difficult climate.

Since February, The Conscious Closet has been hosting monthly pop up sales in our garage, which we convert into a retail shop like environment. With a lens of sustainability and preventing items from ending up in landfill, we showcase a carefully curated range of quality and new and pre-loved items ranging from \$2-400 dollars.

We successfully held five sales and re homed over 220 items. It has been a great opportunity to re-connect with our existing customers face to face and to build new friendships with the Richmond locals and neighbouring businesses.

Our Online Store continues to grow, and new items are added weekly. We work closely with the donations hub to bring our customers high quality new and pre-loved fashion. This has not only sustained us

throughout the current COVID-19 pandemic but it has expanded our reach Australia wide and given the brand leverage and new exposure.

We have continued to expand our reach using social media to educate, inform and influence by generating call to action posts, fashion photos and content on ethical consumption and sustainability within the retail industry.

Social media has also been very successful in promoting newly listed items to our followers. Annually, our followers have increased by +3.5%, and we have continued to use our platform to promote sustainability and circular fashion.



SUPERVENTION

RYN HOPGOOD - NATIONAL CLIENT SERVICES MANAGER

Supervention is Fitted for Work's early intervention Social Enterprise to help women experiencing disadvantage achieve economic security through employment. We have long recognized the need to offer early intervention to prevent women experiencing economic stress from falling into deeper disadvantage or even crisis. The sooner they get support, the shorter their journey into work, leaving them in a much better position economically and emotionally.

Since 2017, the Supervention partnership with Commonwealth Bank has grown from a pilot of 10 clients to an ongoing partnership which now saw 1,395 clients being referred to Fitted for Work this year from both their Financial Hardship and Community Wellbeing teams. The agents on these teams appreciate being able to offer their customers a solution to their situation beyond pausing a loan repayment. Looking for work can be one of the hardest points in a person's life, and when they come through it, they remember those who helped them along the way. In January 2021, we reached a celebrated milestone for the 1,000th client from Commonwealth Bank finding work.

*Name has been changed for privacy purposes.

We were so pleased to begin the pilot of the Supervention model with ANZ that started on May 2021. Amira* (named changed for privacy) was one of the first referrals made in the ANZ Fitted for Work Supervention Pilot. Here is her story:

At the time of her referral, she was applying to Centrelink. Her experience of being bullied by her previous supervisor had left Amira* feeling stressed and overwhelmed, and she wasn't sure where to begin.

In her Online Personal Outfitting, she described herself as adventurous in her casual style, but her corporate outfits had typically been more reserved. Our team worked with Amira* to build a capsule wardrobe that combined timeless neutral garments and colourful items like blouses and accessories. What we sent her was suitable for many industries but also allowed Amira* to show her personality and love of vibrant, adventurous colours.

Soon after, Amira* called to say she had secured a fantastic new role working part-time in human resources, and she couldn't be more excited. Amira* told us that the clothing she received was beautiful and gave her the confidence she needed in the interview, which got her the job.

SUPERVENTION

SHE WORKS

ELIZABETH TREWHELLA - SHE WORKS MANAGER

SHE WORKS

A special thank you to the City of Melbourne, City of Yarra, Jobs Victoria and WestPac Foundation for supporting this project.

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**NEW SHE WORKS EMPLOYMENT
PARTNERS ACROSS
TRANSPORT, INFRASTRUCTURE,
ADMIN, TECHNOLOGY AND
PROFESSIONAL SERVICES**

She Works is our recruitment social enterprise, partnering with employers to create gender diverse and inclusive workplaces.

By connecting the women accessing Fitted for Work's job readiness services to employment opportunities, we are increasing workforce participation rates of women who have often had to overcome complex challenges and barriers to secure work.

With all placement fees being invested back into Fitted for Work, businesses who recruit through She Works can make a positive social impact and improve not only the lives of the women they hire, and their families but also many other women accessing our life-changing services.

It's important that employers have access to social enterprises like ours because She Works provides recruitment solutions to male-dominated industries striving to achieve better gender diversity and inclusivity. Our recruitment services also provide access to talent that businesses may overlook or not see in a mainstream recruitment process.

"She Works welcomes all women experiencing adversity, always treating them with dignity, respect and empathy. These values are

really important to us at Transdev as we strive to create a workforce of 'Journey Makers' that reflects the diversity of our community"

Donna Jones, General Manager, Group Talent, D&I, Learning and Engagement, Transdev Australasia

OUR CONTINUED RESPONSE TO COVID

"We are incredibly excited to be supporting Australian women through Fitted For Work. So many jobs require digital literacy and productivity skills, particularly now as the Australian economy recovers from the impact of COVID-19. Through this partnership, we aim to unlock new employment and economic opportunities for women and we look forward to supporting them on this journey."

BETH WORRALL, MICROSOFT PHILANTHROPIES

She Works launched a significant partnership with Microsoft to reach more women with their digital upskilling initiative. In response to women being disproportionately affected by the pandemic, Microsoft partnered with us to provide learning programs to women across Australia to help prepare them for technical and tech enabled roles.

ELIZABETH TREWHELLA - SHE WORKS MANAGER

PLACEMENT ACTIVITY

We established employer partnerships across the transport, ICT, Admin, Warehousing, legal and professional services sectors.

We launched a Jobs board on our website, making it easy for our candidates to stay up-to-date on our latest employment opportunities.

With pandemic workplace restrictions easing in the calendar year 2020, She Works placement activities resumed and we:

- Screened and interviewed 47 women who applied for She Works roles, providing an opportunity to experience a supportive recruitment process and receive feedback and coaching for future interviews.
- Offered all candidates She Works Interim Mentoring Support (SWIMS).
- Placed 6 women into employment through She Works and supported another 2 women to secure work with other employers.

VOLUNTEERING WITH SHE WORKS

The year we received valuable support from our volunteers:

- 15 volunteer SWIMS
- A Communications intern assisting with our social media and blog content and producing our first She Works Podcast. Listen here:



- Pro Bono support to develop our first She Works strategy.

WHAT'S NEXT

- She Works is focused on ensuring we have the right systems and processes in place to allow for growth, refining our Applicant tracking software and use of Salesforce.
- We will continue to grow our Volunteer Team across all areas of She Works as we connect with more employers and opportunities.
- We will reach 2000 women with our Digital Upskilling Program with Microsoft.



“YOU’RE ALWAYS TALKING TO SOMEONE CARING, WHO IS A GOOD ACTIVE LISTENER AND BRINGS OUT THE BEST IN YOU!”

PARTNERSHIPS

CAITLIN MOUNTFORD - NATIONAL MARKETING AND COMMUNICATIONS MANAGER

PARTNERSHIPS

A special thank you to the Department of Premier & Cabinet and Microsoft Australia for supporting this project.



We are fortunate to partner with several organisations that are committed to breaking the cycle of disadvantage and empowering women with economic security and independence. At Fitted for Work, we believe the best partnerships are based on shared values, which is why we are so thrilled to partner with the innovative, inclusive and generous team at Microsoft.

The COVID-19 pandemic has permanently changed the world of work. Today's workforce is being reshaped by the fast pace of digital evolution and investment in digital infrastructure is happening at an exponential rate.

Women are under-represented in STEM, in 2019 women made up just 14% of the workforce and in technology, women represent just under a third of those in technical roles.

Together with Microsoft, we identified a need to upskill and prepare women for technical and tech-enabled roles, so that they can harness the wave of employment possibilities and secure stable employment.

We partnered with Microsoft to provide women coming through Fitted for Work services with access to content available through Microsoft and LinkedIn's Global

Skills Initiative, as well as individual and group training and career coaching, in order to prepare them for a more digital economy. We run weekly video group sessions for participants to provide structure and motivation to learners and provide women with the opportunity to connect with other learners for peer-to-peer support.

The Impact:

- We reached over 2000 women with the offer of the Digital Upskilling Initiative
- We delivered over 50 virtual video group sessions
- 55 women have signed up to our exclusive LinkedIn Group for learners.

"We are incredibly excited to be supporting Australian women through Fitted for Work. So many jobs require digital literacy and productivity skills, particularly now as the Australian economy recovers from the impact of COVID-19. Through this partnership, we aim to unlock new employment and economic opportunities for women and we look forward to supporting them on this journey."

**-Beth Worrall, Microsoft
Philanthropies**

MICROSOFT DIGITAL UPSKILLING PROGRAM PARTICIPANT STORY

ELIZABETH TREWHELLA - SHE WORKS MANAGER

In March 2020, Victorians found their daily lives and livelihoods altered beyond recognition as rolling lockdowns forced the closure of many industries. Johanna, who had been working with schools as an invigilator, no longer had a job with education now online. Ineligible for JobKeeper, she was suddenly without an income.

Johanna was referred to Fitted for Work from a council session about upskilling and opportunity building. Undertaking job readiness appointments and virtual outfitting with Fitted for Work filled Joanna with so much confidence that she felt "on cloud nine".

"You're always talking to someone caring, who is a good active listener and brings out the best in you!" Johanna says of her experiences with Fitted for Work.

She Works, Fitted for Work's recruitment social enterprise, included Johanna into its database of work-ready clients. This pool of women is connected with employment opportunities and supported by the She Works team throughout the hiring process.

The She Works and Microsoft partnership provided Johanna with the chance to access free, high-quality digital learning programs to enhance her tech skills.

"I wanted to upskill while I'm not working. With my previous job, everything was manual, and we didn't use devices. There was really a lack of confidence and because I was getting older, I was feeling a sense of ageism."

Working in a digital environment can intimidate and there aren't often supportive learning opportunities available. Johanna says that there is an "expectation that you should already know something" and that when using devices with family or friends, there is "no showing, only doing."

Johanna says, "I was quite amazed at how much I've learned through the pathway"

As someone learning from home, virtually, and amid a pandemic, Johanna was relieved to find the course "very visual", "you're able to see the presenter and the examples, and the visual learning is

much more effective than picking up a book and doing it alone."

Along with learning tangible tech skills, Johanna shared other personal benefits she experienced from completing the program.

"It opened up a new world. I was amazed at how many applications they have for an organisation. How they make a person's life easier and make communication more efficient. I found it so valuable for someone re-entering the workforce."

Through her dedication to completing her course work, Johanna "gained discipline" and knew the sum of her efforts was impressive, "I felt it was a great achievement!", she says.

"I've had to retrain my mindset about getting on the right path and thinking positively. I have a lot of resilience and this course has given me the resources, empowered my skill sets and made me feel much more confident."

"If I hadn't done this and if I hadn't met the She Works team, I wouldn't have felt this confident. Knowing what's expected of you and having those resources has shifted my mindset."

For her next step, Johanna is looking at getting into accounting on a pathway to financial analysis. She hopes to learn more about Excel and bring what she has learned into a work situation soon.

Johanna says, "In a fast-moving environment, you can miss out. It doesn't matter what age you are; you need to take charge of your own education. I'm very grateful to Microsoft for the opportunity and I have found joy in continuous improvement."

"IF I HADN'T DONE THIS AND IF I HADN'T MET THE SHE WORKS TEAM, I WOULDN'T HAVE FELT THIS CONFIDENT. KNOWING WHAT'S EXPECTED OF YOU AND HAVING THOSE RESOURCES HAS SHIFTED MY MINDSET."





TRIBUTE TO MICHAEL COHN

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Image by Fi Mims

VALE MICHAEL COHN

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MARY CROOKS - CHAIR

Michael joined the Fitted for Work Board in March 2014. Michael offered a wealth of knowledge with more than 40 year's experience operating an importing distribution business Australia wide as the Founding Director. In addition he was a Board member of Liberty Victoria for 7 years.

In his tenure on the Fitted for Work Board, Michael was a key member of the Finance, Audit & Risk Committee.

“MICHAEL JOINED THE FITTED FOR WORK BOARD IN 2014, AT A TURNING POINT FOR THE ORGANISATION. HE SERVED AS A DIRECTOR WITH IMMENSE DEDICATION, INTELLIGENCE, AND COLLEGIALLY UNTIL HIS PASSING IN APRIL 2021”.



Image by Fi Mims



FINANCIALS

AS AT 30 JUNE 2021

Fitted for Work LTD
Statement of Income and Expenditure

FOR PERIOD ENDED 30 JUNE 2021

	2020 (\$)	2021 (\$)
Total Income	2,623,197	3,027,369
Total Expenses	2,832,700	3,191,388
Operating Surplus/ (Deficit)	(209,533)	(164,019)

Fitted for Work LTD
Balance Sheet

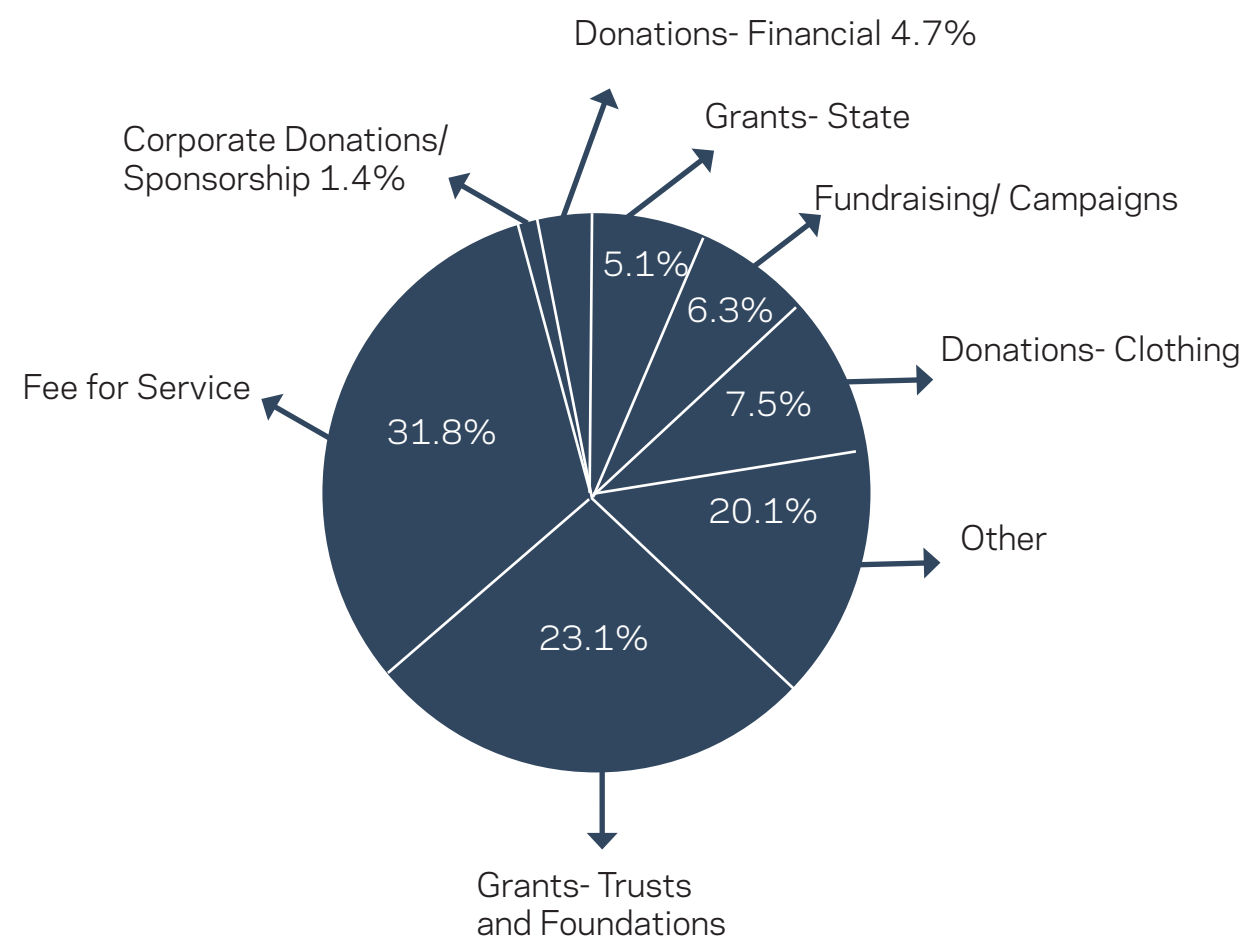
AS AT 30 JUNE 2021

	2020 (\$)	2021 (\$)
Total Assets	3,804,992	4,582,095
Total Liabilities	3,580,223	4,521,345
Retained Profits & Total Equity	224,769	60,750

AUDIT AND ACCOUNTS

Fitted for Work complies with all applicable Australian Accounting Standards and Guidelines, and is in compliance with the Corporations Act 2001 and Australian Charities and Not-for-profits Commission Act 2012. Banks Group Assurance Pty Ltd audits the financial statements. These statements are available upon request from Fitted for Work.

INCOME BREAKDOWN



Corporate Donations/Sponsorship 1.4%
 Fundraising/ Campaigns 6.3%
 Donations- Clothing 7.5%
 Donations- Financial 4.7%
 Fee for Service 31.8%
 Grants- State 5.1%
 Grants- Trusts and Foundations 23.1%
 Other 20.1%

THANK YOU

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Corporate Donors

- Leidos Australia
- Mott MacDonald Australia
- Oscar Hunt
- Sayonarra
- Taking Shape
- The Social Research Centre
- Pacific Life Re Australia Donation

Grant Partners (and programs funded)

- Bank of America
- Bank of Melbourne Foundation
- Besen Family Foundation Grant
- City of Melbourne
- City of Yarra
- Department of Industry Innovation & Science
- Department of Industry Innovation and Science
- Department of Jobs Precincts and Regions
- Department of Premier & Cabinet
- Dooleys Catholic Club
- Good Shepherd Australia New Zealand
- Jobs Victoria
- LinkedIn Melbourne
- McKinsey & Company
- Microsoft Australia
- Perpetual
- Telematics Trust
- VicSuper

Trusts and Foundations (and programs funded)

- Cailiguri Family Trust
- Clayton Utz Foundation
- Count Charitable Foundation
- Duff & Phelps Charitable Foundation
- ERDI Foundation
- Inner North Community Foundation
- John & Miriam Wylie Foundation
- Sharman Foundation
- Silicon Valley Community Foundation
- State Street Fund
- The Frank Montagnese Foundation
- The Gemsonic Foundation
- The Jack Brockhoff Foundation
- The Seary Lynch Foundation
- The Wood Foundation
- Weily Tribe Foundation
- Victorian Women's Benevolent Fund
- Victorian Women's Benevolent Trust
- WestPac Foundation

Individual Donors

- Candice Berger
- Jacqueline Middleton
- Jane Hemstrich
- Joy Selby Smith
- Julian Gooi
- Katherine Hinton
- Mary-Ann Cohn
- Peter Corben
- Roseanne Amarant
- Steven Young
- Wendy Stops

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Abigail Ross
National Marketing and Communications Officer

Amanda Carlile
General Manager

Anita Mikedis
Melbourne Client Services Coordinator

Caitlin Mountford
National Marketing and Communications Manager

Camilla McKewen
Melbourne Donations Coordinator

Candice Graham
Sydney Operations Coordinator

Donna De Zwart
Managing Director

Eileen Martin
Job Ready Support Specialist

Elizabeth Trehwella
She Works Manager

Emilia Stoklaskova
Online Outfitting Specialist

Farah Imtiaz
Client Referral Officer

Freya Findlay
Learning Management Systems Officer

Honor Cass
Online Outfitting Specialist

Imogen Moore
Client Referral Officer

Jackie Roberts
Client Services Officer

Jessica Naylor
Client Referral Officer

Julia Karlsson
Client Referral Coordinator

Kathryn Hopgood
National Client Services Manager

Laura Coburn
Job Ready Support Specialist

Leah Nischler
National Programs Coordinator

Lisa Le
Sydney Operations Assistant

Mali Lin
Client Referral Officer

Marcia Scott
Jobs Victoria Advocate

Merredith Murphy
Volunteer Manager

Monique Daiga
Online Outfitting Specialist

Natasha Kernahan
Office Coordinator

Nicole Johnson
Job Ready Support Specialist

Rashmi Baijnath
National Finance Manager

Rebecca Brooks
Client Referral Officer

Rebecca Dunn
Online Services Coordinator

Rebecca Giles
Online Outfitting Specialist

Rebecca Jenkins
Client Services Administrator

Rebecca Pasqualini
Executive Assistant and Governance Officer

Sabina Lunja
Online Outfitting Specialist

Sarah Ricardo
Online retail Coordinator

Sharon Ross
She Works & Volunteer Assistant

Shirley Graves-Mortimer
Volunteer Support

Therese Bizas
Client Referral Officer

+ Our Amazing
Volunteers!



OUR BOARD



Anne Randall
Non-Executive Director. Joined 24th October 2018

Chair- External Relationships Committee

Member- Governance Committee

Anne is an experienced leader who has held senior management, marketing and communications roles most recently as Executive Director of the Royal Children's Hospital Good Friday Appeal, and previously at Melbourne Water, Metlink, WorkSafe. Sydney 2000, Telstra and the TAC. Anne has experience in developing ground-breaking public education campaigns designed to change behaviour. Anne is interested in working for organisations that make a positive contribution to the community.



Claire Adams
Non-Executive Director. Joined 2nd June 2021

Member- External Relationships Committee

Claire is a Partner at Deloitte Australia, within the creative consultancy team of Deloitte Digital. Her focus is helping financial institutions design and deliver digital services that are easy to use and help people, and businesses, thrive financially.

With a background in marketing, research and design, Claire has over 15 years' experience working in Australia and the United Kingdom translating real world products and services into successful digital experiences, always applying the lens of Human Centred Design and championing technology innovation.

Claire is passionate about supporting diversity in the workplace and is pleased to bring her skills and experience to the FFW board and scale her support to the broader community.

OUR BOARD



David Bilston-McGillen
Non-Executive Director. Joined 29th August 2018

Member - Finance, Audit and Risk Subcommittee, External Relationships Committee

David is a Chartered Accountant with over 30 years' experience. He is the founding Director of Oxygen Private Clients, a firm specialising in helping private clients and families with taxation and personal financial management strategies. David has current and previous experience in Board roles in the not-for-profit sector and is passionate about helping Fitted for Work deliver on its vision and purpose.



Donna de Zwart
Managing Director. Joined 1st July 2021

Member - Finance Audit and Risk Subcommittee, External Relationships Committee

Standing Invitation to the Governance Committee and the Technology and Media Committee

Donna de Zwart believes every woman has the right to employment and a sustainable future.

In her previous leadership roles in the commercial, VET and Higher Education sectors, Donna worked on empowering disadvantaged people with diversity and inclusion strategies. She understood from a personal perspective how important it is for a woman to experience the dignity that work brings, but upon joining Fitted for Work, Donna found there was more to learn.

Donna joined Fitted for Work as CEO in 2015 and in 2021 was invited to join the Board as Managing Director. Donna is inspired every day by the difference Fitted for Work makes to women's lives, their families' lives, and their community. She sees time and time again that with the right support and skills, women can transform their lives, and the world. Donna wants to make sure Fitted for Work can reach every woman in Australia. Because when a woman is fitted for work, she is fitted for life.

OUR BOARD



Jo Scard

Non-Executive Director. Joined 4th January 2020

Member- External Relationships Committee

Jo Scard is the Founder and CEO of communications and engagement agency, Fifty Acres. With over 20 years' experience in communications, political advisory roles and journalism, Jo is one of Australia's foremost strategic advisers to corporates, government and not-for-profits. A respected former journalist in the UK and Australia, Jo has worked with ITV, Associated Press, Seven Network, SBS, ABC and Fairfax and co-authored the best-selling book *The Working Mother's Survival Guide*. A trained lawyer, Jo is a Member of the NSW Council of the Public Relations Institute of Australia and on the board of Hockey ACT. Jo has received a number of awards including the Mumbrella PR Leader of the Year award in 2018 and B&T Magazine Women in Media PR Leader 2018.



Mary Crooks AO, Chair

Non-Executive Director. Joined 21st February 2014

Chair - Fitted for Work Board

Member - Governance Committee, External Relationships Committee

Standing Invitation to the Finance Audit and Risk Subcommittee.

After an extensive public policy career, Mary became the Executive Director of the Victorian Women's Trust in 1996. She has designed and led ground-breaking community engagement initiatives, such as the Purple Sage Project and Our Watermark Australia, an exceptional example of a nationwide, community engagement project based around issues of water sustainability.

In June 2012, Mary was appointed an Officer of the Order of Australia, for her distinguished services to public policy and advocacy for the advancement of women. That same year, Mary authored *A Switch In Time - Restoring Respect to Australian Politics* which has been distributed widely across Australia.

In 2016, Mary won the Public Policy category as part of the AFR/Westpac's 100 Women of Influence for her years of work in shaping public policy in Australia. She specialises in environment and sustainability; philanthropy; social justice and human rights; and women's safety public policy.

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OUR BOARD



Nabil Alizai

Non-Executive Director Joined 16th March 2021

Member - Technology and Media Committee

With a decade of experience in technology, business strategy and large-scale program delivery, Nabil is currently the Senior Manager for Strategy at Qantas Loyalty. Prior to this, he built his career at global professional services company, Accenture. Nabil's consulting career has spanned many industries including retail, travel, alcobev, consumer goods, electronics, retail banking and wealth management. Across industries, Nabil's primary focus has been the design and implementation of customer focussed operating models and technologies, including Salesforce, Qualtrics and Adobe. Nabil has previously held board director positions at student unions in the United Kingdom.



Nayanisha Samarakoon

Non-Executive Director. Joined 16th March 2021

Member- Governance Committee

Nayanisha is a Senior Manager at the Australian Securities and Investments Commission, in an area focused on corporate transactions and governance and is Chair of the gender-focused diversity committee, Women in ASIC. She is a board member and Secretary of a Victorian not-for-profit organisation, Juno, focused on supporting and advocating for women and non-binary people facing family violence and homelessness. Nayanisha has a keen interest in good governance and regulation as well as experience in overseeing complex policy projects.

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OUR BOARD



Sarah Wrigley

Non-Executive Director. Joined 27th July 2016

Chair - Finance, Audit and Risk Subcommittee & Company Secretary

Member – Technology and Media Committee

Sarah is a former Director of the Royal Botanic Gardens in Melbourne (including chairing the Finance and Audit Committee), past director of ARCUE (Australian Centre for Urban Ecology) and the former Chair of the Warrandyte Community Bank.

Sarah brings to Fitted for Work an excellent knowledge of the philanthropic sector and fundraising in general, finance and risk, marketing, as well as strategy development and implementation.

Sarah also runs her own market research consultancy and has won two Business to Business Research Effectiveness Awards. Sarah is a Graduate of the Australian Institute of Company Directors, a Qualified Professional Market Researcher and holds a Bachelor of Management Studies.



Dr. Ty Wiggins

Non-Executive Director. Joined 2nd June 2021

Member- Governance Committee

Dr. Ty Wiggins is a core member of Russell Reynolds Associates' Leadership & Succession practice, where he leads global Executive Transition and Development initiatives. He specializes in leadership transition, coaching and advising clients on successful executive onboarding to ensure more expedient paths to effectiveness. Ty leverages a deep academic and consulting background to provide CEOs, boards, and senior leadership with skills and advice to enact transformational change in key areas of their business. He is based in Sydney.

Ty holds a BS in social sciences from the University of South Wales, a Master of Business Coaching, MBA, with honors, and a PhD in leadership transitions from Sydney Business School at the University of Wollongong. He has worked as a sessional lecturer within the Master of Business Coaching program at the University of Wollongong and is currently a sessional lecturer for the Sydney Business School Master of Business and MBA programs.

OUR BOARD



Wendy Stops

Non-Executive Director Joined 9th September 2015

Chair – Governance Committee, Technology and Media Committee

Wendy is a Non-executive Director of Coles Group Ltd, Blackmores, and a University of Melbourne Council Member. In addition, Wendy is the Chair of the Industry Advisory Board for the Centre for Business Analytics at the Melbourne Business School, a member of the AICD's Governance of Innovation & Technology Advisory Panel and a member of the Digital Experts Advisory Committee for the Digital Taskforce in the Department of Prime Minister and Cabinet.

Wendy was previously a non-executive director of the Commonwealth Bank of Australia and Altium Ltd. Prior to taking up her director career, Wendy was an information technology and management consultant, spending her 32+ year career with global leader Accenture. She is a member of Chief Executive Women, currently serving on the Leaders Program Committee and previously part of their Scholarships Committee. Wendy is also a Graduate of the Australian Institute of Company Directors (GAICD).

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