

TRADESWOMEN AUSTRALIA GROUP STRATEGIC PLAN 2022 - 2025



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INTRODUCTION

The TWA Group comprises Tradeswomen Australia Foundation (TWA) and Tradeswomen Australia Community Foundation (TWACF). The group members collaborate to create inclusive trades workplaces and to support women into financial security and valued community and economic contribution through trade's careers.

GROUP STRATEGIC RELATIONSHIP

TWA works with industry and employers to recruit and retain women in trades. TWACF engages women into trades industries and supports women who are at risk or in vulnerable situations. The entities' strategic plans synergise in order to maximise mission impact and operational efficiency. TWACF builds on the strategic relationships of TWA with employers and others and draws on the people and processes within TWA. TWA engages closely with TWACF to maximise the TWA mission.

BRAND RELATIONSHIP

Both entities are positioned to support women to develop careers, financial security and increased participation in trades. TWA focuses on supporting all women; TWACF particularly focuses on women who are at risk or in vulnerable situations. TWA includes a focus on systemic change in employers; TWACF synergises with that focus but primarily is engaging with community members, community organisations and schools.

GOVERNANCE AND PATRON RELATIONSHIP

Tradeswomen Australia is a not for profit organisation dedicated to gender equality and empowerment for all girls and women to access, participate and succeed in trades. We value workplace diversity and work with businesses to achieve strategic and operational goals supporting the engagement, retention and recruitment of women in trades.

OPERATIONAL RELATIONSHIP

TWA and TWACF have a single CEO across the group. The CEO oversees staff in both entities. There is a unified or agreed approach in relation to strategy, promotion, marketing, human resources, finances, community relationships, government and philanthropy.

LEGAL RELATIONSHIP

TWACF is a subsidiary entity of TWA: TWA is the sole member of TWACF. The TWA Board appoints the Board of TWACF. TWA is a not-for-profit entity. TWACF is a not-for-profit deductible-gift-recipient charity.

THEORY OF CHANGE



VISION

An Australia where women and girls want to, can, and do, work in trades



MISSION

We create equity and equality in trades by:

- partnering with employers to shape culturally safe and inclusive workplaces; and
- educating, supporting and mentoring girls and women in non-traditional trades

BY OUR ACTIONS



Build productive relationships with government and employers to increase women's access to, recruitment into and retention in non-traditional trades



Inspiring women and girls to consider a career in non-traditional trades by providing support, education, mentoring and opportunities in diverse settings



In partnership with lived experience, advocate to increase women's access and retention in non-traditional trades



Build the evidence base on the barriers to women's employment in non-traditional trades



Undertake culture change in workplaces where women are under-represented

WE PRODUCE THESE OUTPUTS



Decision makers support and fund more programs to increase gender equity in non-traditional trades



Increased number of women and girls applying for jobs in non-traditional trades



More women are recruited into non-traditional trades



Women are retained in non-traditional trades and a pipeline of women as leaders in non-traditional trades is created



Workplace settings and cultures within Australian trades are supportive of gender equality and are safe

TO CREATE THESE IMPACTS



More women and girls can and do participate in non-traditional trades



Reduction of unplanned absenteeism in workplaces



Improved health and wellbeing in workplaces, resulting in increased retention



Improved efficiencies and productivity



Improved workplace culture and safety

To create an Australia where every woman who wants to work in a non-traditional trade can do so in a safe and enjoyable workplace

STRATEGIC PLAN



VISION

An Australia where women and girls want to, can, and do, successfully work in trades



MISSION

We create equity and equality in trades by:

- partnering with employers to shape culturally safe and inclusive workplaces; and
- educating, supporting and mentoring girls and women in non-traditional trades.

OUR VALUES



Respect



Integrity



Equality



Courage



Relationship

GOALS



1

Engage community to generate awareness for trade options for girls and women



2

Reduce barriers for girls and women to access trade careers



3

Support employers to create thriving, inclusive, productive workplace environments



4

Support women and their wellbeing so that they can have lifelong careers in trades



5

Create an organisation that is efficient and effective and grows sustainably

PERFORMANCE INDICATORS



Community accept the value of women and girls in non-traditional trades



Employers and decision makers know the value and pathways for women and girls to have jobs and careers in trades
AND
Increased levels of women and girls employed in non-traditional trades



Workplaces show evidence of increased levels of intersectional gender diversity in their workforces



Increase in workplace health and safety in trade workplaces
AND
Women in trades demonstrate increased levels of wellbeing
AND
Women retained in trades after commencing apprenticeship



Sustainable organisational growth while ensuring Team wellbeing

KEY STRATEGIC PERFORMANCE INDICATORS 30 JUNE 2025

Benchmark +10% (TWAG projects) community attitude accepting women and girls in non-traditional trades

Benchmark +10% (TWAG projects) for girls and women's employment into trade careers

Benchmark +10% (TWAG projects) gender diversity

Benchmark +10% (TWAG projects) workplace health and safety, wellbeing and retention rate for tradeswomen

For every \$1 spent >80c Program and <20c Operations
20%+ pa revenue
50%+ pa participants FTE pa growth
\$150k supports core Team wellbeing benchmark +10%

MESSAGE FROM THE TRADESWOMEN AUSTRALIA CEO

Tradeswomen Australia is a not-for-profit organisation dedicated to gender equality and empowerment for all girls and women to access, participate and succeed in trades. We work towards our vision through consulting, training, promoting and supporting industry. Our capability is demonstrated by the global clients who engage us and our national data base of women in trade.

Tradeswomen Australia Foundation has demonstrated specialist knowledge in the field of women in trade. In 2019 TWA presented three research reports identifying the barriers that limit women's participation as apprentices/trainees in the non-traditional trades (especially the core trades of construction, automotive and electrical, where their representation has remained at less than 2% and has changed little over the last 25 years). (Source: FACS NSW Occasional Paper 'Women In Trades – the Missing 48%' March 2013).



These barriers can be identified as:

- A. Lack of information and engagement about trade with career advisors and high school girls.
- B. Poor workplace culture and social misconception make trades unattractive as a career path.
- C. No structure support systems for women working in male-dominated trade industries.

To engage and retain more women into trade a multi-faceted strategy is required such that:

- (i) It is driven by the voices of the subjects (women entering traditional trades).
- (ii) There is a direct and collaborative interface between employers, those in the workspace, education providers, and industry building cultural change strategies and training curricula focused on problem-solving.
- (iii) A new perspective arises that is the 'reverse' of the 'traditional' method.

TWA's innovative work not only opens the workforce to women but also substantially contributes to increasing retention rates as women forge careers in trades. The flow-on economic benefits have been well researched and documented by economists. A key outcome of these developments will be intergenerational attitudinal change. As work continues, perceptions will change and present barriers will diminish, then vanish. TWA is different from other gender empowerment organisations as it encourages and supports men and women to be the leaders of change. Having men and women championing gender equity and leading change together improves work-place culture and collaboration. This strategy is intended for the TWA workplace but can be utilised to remove barriers for all gender dominated industries.

"The most effective way to manage change is to create it" Peter Drucker.

MESSAGE FROM THE TRADESWOMEN AUSTRALIA CHAIR

Tradeswomen Australia is a leader in increasing the representation of women in male dominated skilled trade roles. Our focus is firmly on the engagement, recruitment and retention of women in trades.



2020 saw concentrated efforts empowering industry to capitalise on an untapped workforce through stakeholder engagement and leading culture change projects, so that in recognising the need for change, businesses can take the lead, create opportunities and remove barriers for women who wish to enter their trade.

How could it possibly be in 2020 that women occupied only 2% of this workforce?

Together we assert that this is simply unacceptable and that there is urgent need for change – for improved information and engagement about trades from career advisors for high school girls; for workplace culture improvements; for broadcasting the benefits of women taking their rightful place in trades; for correcting social misconceptions that make trades unattractive as a career path; and for vastly improved structures and systems to support women working in male dominated trade industries.

In addition to low female representation in trades, we see women carrying an even heavier load due to the pandemic, having been more deeply negatively affected economically, psychologically and socially.

Disadvantaged women have taken an even sharper blow as the gender-divide widens in this individual and collective global crisis.

Tradeswomen Australia is committed to the renewal of female trade opportunities and to composing a better future for women in trades as the new normal post pandemic.

MESSAGE FROM THE TRADESWOMEN AUSTRALIA COMMUNITY FOUNDATION CHAIR



Here at Tradeswoman Community Foundation, we fully support the right of all women young and old to be able to choose the pathway of their employment that offers them the opportunity to shape their lives and enables economic independence.

We all know though, that this doesn't just happen, there are industries and workplaces that are not setup to offer these opportunities. Nor that girls and women have the necessary skills or support to choose a pathway that has historically, at 98% , been the domain of the male dominated workforce.

The aim at TWACF is to provide awareness, education and the opportunity for mentoring and support to enter into the domain traditionally not held by women. We offer the opportunity to girls and women who are either at risk or find themselves in vulnerable situations. There has never been a more pivotal moment in our history for women to challenge this status quo and the structures that have been barriers to entering into a trade.

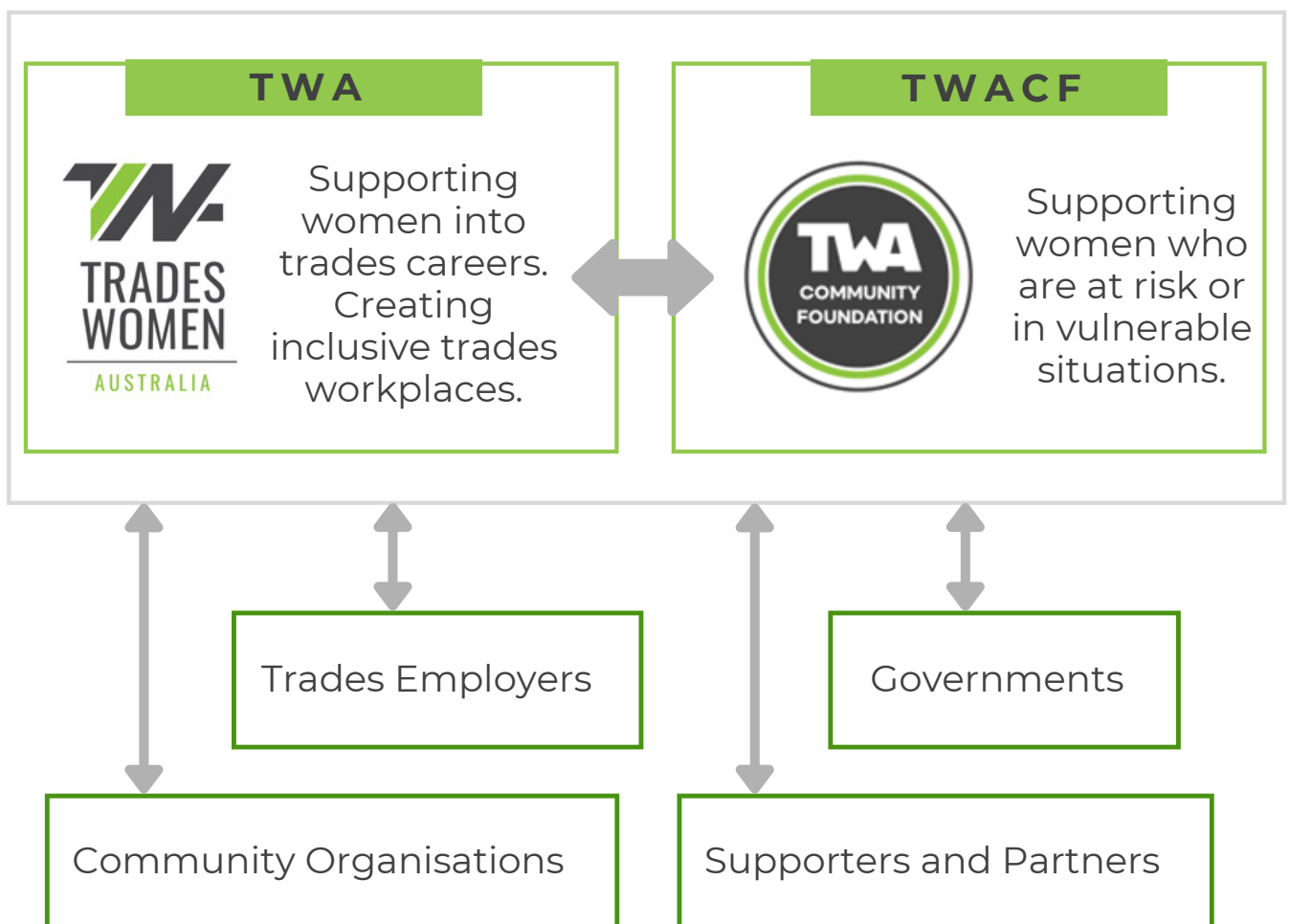
We will build resilience and provide support for preparation to enter the workplace. Once these goals are achieved, Tradeswomen Australia Foundation continues with guiding the participant's journey into employment – particularly in the male-dominated trades space.

The pandemic has provided an opportunity to revise the possibility for women and focus on the necessity of exploring non-traditional pathways to economic independence.

GROUP ORGANISATIONAL DIAGRAM

THE TRADESWOMEN AUSTRALIA GROUP

Supporting women into trades careers.
Creating inclusive trades workplaces.
Building the Australian recovery and transforming Australia.



VISION & MISSION

ENTITIES

TRADESWOMEN AUSTRALIA GROUP
TRADESWOMEN AUSTRALIA
TRADESWOMEN AUSTRALIA COMMUNITY FOUNDATION

VISION

An Australia where women and girls want to, can, and do, successfully work in trades.

MISSION

We create equity and equality in trades by:

- partnering with employers to shape culturally safe, and inclusive workplaces; and
- educating, supporting and mentoring girls and women in non-traditional trades

VALUES

RESPECT

We value all people and their intersectional diversity.

INTEGRITY

We will act in a fair, transparent, honest and ethical way.

EQUALITY

We believe in equal opportunity and human rights particularly for women at all intersections, and we reject all forms of sexism, racism and xenophobia.

COURAGE

We are proactive, innovative and inspired by new ways of thinking, in order to remove barriers that cause distress and disadvantage for women.

RELATIONSHIP

We aspire to build authentic and positive relationships that contribute to further our mission.

STRATEGIC GOALS

1

ENGAGE THE COMMUNITY AND GENERATE AWARENESS OF TRADE OPTIONS FOR WOMEN.

2

REDUCE BARRIERS FOR WOMEN TO ACCESS TRADE CAREERS.

3

SUPPORT EMPLOYERS TO CREATE THRIVING, INCLUSIVE, PRODUCTIVE WORKPLACE ENVIRONMENTS.

4

ENABLE WOMEN TO THRIVE IN SUSTAINABLE CAREERS AFTER THEIR APPRENTICESHIP OR TRAINEESHIP.

5

ENHANCE TWAG OPERATIONAL EFFICIENCY, EFFECTIVENESS AND SUSTAINABLE IMPACT GROWTH.

THE TRADESWOMEN GROUP STRATEGIC PRIORITIES

1. ENGAGE COMMUNITY TO GENERATE AWARENESS FOR TRADE OPTIONS FOR GIRLS AND WOMEN	TWA	TWACF
I. To increase community awareness of trades as career options for girls and women experiencing barriers to access.	<i>Supporting</i>	Primary
II. To engage the community (Grassroots, Public and Private sectors) in support of the momentum for change.	Primary	Primary
2. REDUCE BARRIERS FR GIRLS AND WOMEN TO ACCESS TRADE CAREERS	TWA	TWACF
I. To build capacity in women through mentoring and supporting those with barriers to access.	<i>Supporting</i>	Primary
II. Provide resources to employers and influence public policy to help support equal access and opportunities for women into trades.	Primary	<i>Supporting</i>
III. To engage with the trades education sector.	Primary	Primary
IV. To reduce barriers to trades careers which women experience in workplaces.	Primary	<i>Supporting</i>
3. SUPPORT EMPLOYERS TO CREATE THRIVING, INCLUSIVE, PRODUCTIVE WORKPLACE ENVIRONMENTS.	TWA	TWACF
I. To engage workplaces in support of the momentum for change, and invest in creating champions for change in organisations, industries and community.	Primary	<i>Supporting</i>
II. To support and influence structural and systemic change for employers to engage women into trades.	Primary	Primary
III. Deliver impactful education programs that support women's workplace wellbeing and success from apprenticeship onwards.	Primary	<i>Supporting</i>
IV. Create a reconciliation action plan.	Primary	Primary

THE TRADESWOMEN GROUP STRATEGIC PRIORITIES continued

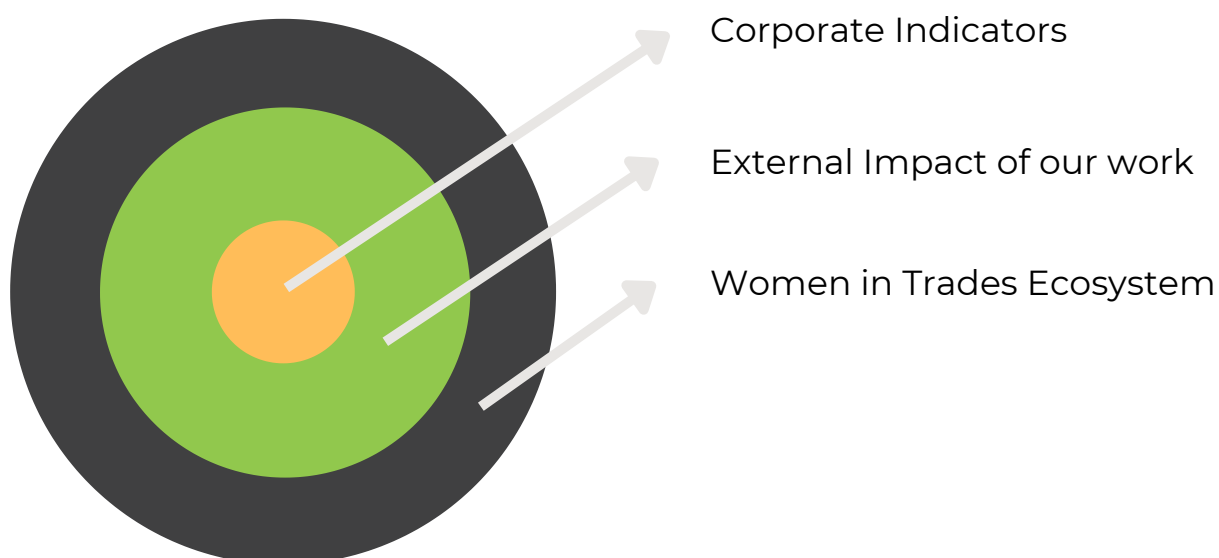
4. SUPPORT WOMEN AND THEIR WELLBEING SO THAT THEY CAN HAVE LIFELONG CAREERS IN TRADES	TWA	TWACF
I. Deliver impactful education programs that support women's engagement and retention in trade roles.	Primary	<i>Supporting</i>
II. To educate, mentor and support girls and women who are at risk or in vulnerable situations.	<i>Supporting</i>	Primary
III. To enable women's career progression in trades into leadership roles.	Primary	<i>Supporting</i>
IV. To engage tradeswomen in employment opportunities including in funded ready-to-commence projects.	Primary	<i>Supporting</i>

5. CREATE AN ORGANISATION THAT IS EFFICIENT AND EFFECTIVE AND GROWS SUSTAINABLY	TWA	TWACF
I. Build organisational and team capability and develop our culture in line with our values and mission.	Primary	Primary
II. Build an effective and sustainable business model, including diversified income streams, multi-year funding, increased number of donors/partners, commercial partnerships, etc.	Primary	Primary
III. Enhance governance and business operations eg. Risk, Compliance, Financial Management, Policies, Procedures etc.	Primary	<i>Supporting</i>
IV. Ensure impact and a robust evidence base eg research, evaluation, SROI, KPI monitoring.	Primary	Primary

INDICATOR & KPI FRAMEWORK

The TWAG Indicator and KPI Framework recognises that to understand our impact, we need to track the quality and value of our operations, the impact of our work and all within a context of the broader ecosystem of women in trades.

Context of our Indicator and KPI Framework



CIRCLE	INDICATOR	SOURCE	WHERE	HOW OFTEN	COLLECTION MECHANISM	KEY QUESTION	WHO
CORPORATE INDICATORS	Decision makers support and fund more programs to increase gender equity in non-traditional trades	Theory of Change Output	Public announcements from state and federal governments	Monthly	Media releases from relevant Ministers	What projects are directly addressing gender inequity in Australian trades? Are these projects and work transformational?	TWAG Staff (Comms)
			Funding to TWAG	Quarterly	Number of programs funded through TWAG year on year growth	Are we getting more work requests?	CEO/Founder
	Build productive relationship with government and employers to increase women's access to recruitment into and retention in non-traditional trades & In partnership with lived experience advocate to increase women's access	Theory of Change Actions	Meeting logs of Founder/CEO CEO/Founder reports to the Board Public statements and media releases	Bi-Monthly	Number of meetings with senior leadership who have control on or influence on, strategy and policy on gender equity in trades.	Are our advocacy messages being reflected in public statements Are we participating in meetings and engagement that results in key decisions	CEO/Founder with TWAG Staff

CIRCLE	INDICATOR	SOURCE	WHERE	HOW OFTEN	COLLECTION MECHANISM	KEY QUESTION	WHO
CORPORATE INDICATORS	Intersectional representation - Benchmark +10% (TWAG projects) gender Diversity	Strategic Plan KPI	As participants recruited into programs	Per program/p roject	Registration forms collect for intersectional experience of participants	Is TWAG attracting and involving women of intersectional experience in its programs?	Program Manager
	For every \$1 spent >80c Operations Program and <20c 20%+ pa revenue 50%+ pa participants FTE pa growth \$150k supports core Team wellbeing benchmark +10%	Strategic Plan KPI/Strategic Plan KPI	Project Finances Annual Audited accounts assessed for compliance to KPI ratio	Per project Annually	Through project planning and budgeting Production of annual accounts for audit	How well is TWAG projects and funding of our work adhering to the KPI ratio	CEO/Finance Officer Treasurer
EXTERNAL INDICATORS OF IMPACT	Community Attitudes accept women and girls in non-traditional trades	Strategic Plan Performance Indicator	In the workplaces and clients we do projects with - pre project and post project	Per project	Survey the workforce/ organisations on their gender equity attitudes	Source question rubric from NCAS	Project Manager

CIRCLE	INDICATOR	SOURCE	WHERE	HOW OFTEN	COLLECTION MECHANISM	KEY QUESTION	WHO
EXTERNAL INDICATORS OF IMPACT	Girls and women employed in to trade careers	Theory of Change Output	Client survey of TWAG clients	Annually	Assessing year on year growth of women employed by TWAG clients. Ask questions about the gender breakdown of trade jobs. Establish ratio of the number of women/ girls we work with who get trade jobs vs number of women and girls we work with who don't get trade jobs	Has this participant got a job? Are we increasing the number of women being employed as a result of our work (10% increase by 2025)	Project Manager CEO/Chair Strategic Plan Review
	Employers and decision makers know the value and pathways for women and girls to have jobs and careers in trades	Strategic Plan Performance Indicators	Client survey of TWAG clients	Annually	Survey asks questions on level of knowledge about career pathways for women - assesses if this includes trade jobs vs administration job	Is our work addressing gender segregation within workplaces?	CEO to oversee implementation
	Workplace settings and cultures within Australian trades are supportive of gender equality and are safe	Theory of Change Outputs	Client survey of TWAG clients	Annually	Questions ask clients to self evaluate their culture as a result of employing women (Likert scale worse - a lot better)	Has the employment of women in the trade site improved culture and safety?	CEO to oversee implementation

CIRCLE	INDICATOR	SOURCE	WHERE	HOW OFTEN	COLLECTION MECHANISM	KEY QUESTION	WHO
ENVIRONMENT IN WHICH WE WORK	Increased number of women and girls applying for non-traditional trade jobs	Theory of Change Output	NCVER Apprenticeships data	Annually	VOCED Stats sourcing apprenticeship enrolment vs completions x gender x state Construction vs Plumbing vs Electrical	<i>Is there a year on year change</i>	CEO/Founder Annual Report or equivalent
	Increase in women recruited into non-traditional trades	Theory of Change Output	ABS Labour Force Data	Annually	ABS Labour Force Data Construction vs Plumbing vs Electrical ¹	<i>Is there a year on year change</i>	CEO/Founder Annual Report or equivalent
	Improved health and wellbeing of workplaces	Theory of Change Impact	Workplace Safety Data - Injury reports,	Annually	Safe Work Australia - Workforce Characteristics by Industry x Gender ²	<i>Is there a year on year change</i>	CEO/Founder Annual Report or equivalent

¹ Employed persons by Occupation major group of main job (ANZSCO) and Sex

² <https://www.safeworkaustralia.gov.au/data-and-research/explore-our-data>

TRADESWOMEN AUSTRALIA BOARD



JANE SYDENHAM-CLARKE

Chair & Non-Executive Director

CEO of Skyline Education Foundation Australia, formerly CEO at Freemasons Victoria, Jane has held leadership roles including at Fed Square, Kidney Health Australia and Southgate Arts and Leisure Precinct.



KIT MCMAHON

Non-Executive Director

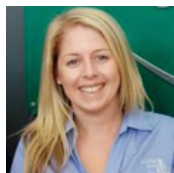
Kit McMahon is a C-Suite executive with 20 years' leadership experience and an in depth capacity for strategic planning and execution. Significant working knowledge of workforce development, workforce planning, skills (policy and practice), capacity and capability building at industry, organisation, individual, and community level.



GEORGIA ELLIS

Company Secretary

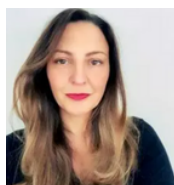
Georgia is a finance professional with a background in mining and infrastructure who has gained experience in operational and corporate roles in Australia, Asia, America and Latin America. She focuses on improving operational outcomes and developing a culture of cost ownership and optimisation, by refining systems and processes.



AMBER STEVENSON

Non-Executive Director

Amber is the Superintendent of Aboriginal Development at Fortescue Metals Group, with a long-standing career in mining and community services.



LUANA MELIS

Non-Executive Director

Luana Melis is a general counsel, company secretary and director with over 20 plus years experience in the property and construction industry. This includes positions with Mallesons (now King Wood Mallesons), funds manager QIC and developers Grocon and Time & Place.



MELANIE WOOWARD

Non-Executive Director

Melanie Woodward is currently the CFO of Master Electricians Australia and formerly CFO of Orange Sky Australia. Spanning a 25-year career, Melanie has held leadership and non-executive director roles across the building and construction, financial services, consulting, charity and association industries.



MELANIE WOOWARD MAREE DAVENPORT

Non-Executive Director

Maree Davenport is Managing Director of Government and Corporate Advisory Network, and a strategic advisor specialising in gender equality. An accredited Mediator (NMAS), she holds a Master of Leadership, along with tertiary qualifications in property, communications, risk (GIA) and governance (AICD).

TRADESWOMEN AUSTRALIA COMMUNITY FOUNDATION BOARD



KATE HUGHES HALLETT - CHAIR & NON-EXECUTIVE DIRECTOR

Kate was formerly the Senior Market Growth Manager at national law firm, MinterEllison, and now operates her own business, a business development and tender consulting service. A recent Australian Citizen, she is passionate about building strong connected relationships to help create change, and provide opportunities for all the women who call Australia home.



AMY WELLS - NON-EXECUTIVE DIRECTOR

Amy is an engineer with private and public business experience. Skilled at growing people and business, Amy is often the foundation stone in times of change when teams and organisations are looking to scale, are scaling, or need to reshape.



JO FARRELL - NON-EXECUTIVE DIRECTOR

Jo's career spans over two decades and across multiple spectrums of the industry. A qualified carpenter by trade, licensed builder, certified building designer and now



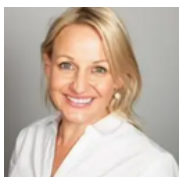
ERICA PEGORER - NON-EXECUTIVE DIRECTOR

An experienced Executive Director in a PJP, with a demonstrated history of working in the educational and mission leadership. Skilled in faith bases organisations, Coaching for growth mindset, Secondary Education, Educational Consulting, and general HR including conflict resolution and recruitment.



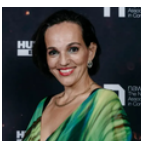
RICHARD DENT - NON-EXECUTIVE DIRECTOR

Richard Dent OAM FAICD has exercised leadership for a better world for more than 25 years. As a Chair, Board Member, CEO and Executive across multiple for-purpose organisations he has focused on inclusion, equity, governance, strategy and leadership.



RUTH PALMER - NON-EXECUTIVE DIRECTOR

Ruth Palmer is a well-known business leader in the Northern Territory. With a Master of Business and over seven years of experience as Executive Director of the Property Council of Australia, she has become an adept and strategic leader in membership-based organisations.



RADMILA DESIC AM - NON-EXECUTIVE DIRECTOR

Radmila was appointed a Member of the Order of Australia in the Australia Day 2021 Honours List for her significant service to women in the construction industry, and to unemployed youth.